

**Rural Development in the Era of Globalization: An Assessment of the
Performance of Bangladesh Academy for Rural Development (BARD)**



Master of Philosophy in Public Administration

Supervisor

Dr. Syeda Lasna Kabir
Professor
Department of Public Administration
University of Dhaka

Submitted by

Jannatul Ferdous
Registration No. 306
Session: 2012-2013
Department of Public Administration
University of Dhaka

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**Rural Development in the Era of Globalization: An Assessment of the Performance of
Bangladesh Academy for Rural Development (BARD)**

Jannatul Ferdous

**A dissertation submitted to the Department of Public Administration,
University of Dhaka,
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**Department of Public Administration
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Dedicated. . .

To my dear daughter “Shefa” for her patience and sacrifice

Declaration

I declare that the dissertation entitled “Rural Development in the Era of Globalization: An Assessment of the Performance of Bangladesh Academy for Rural Development (BARD)” submitted to the University of Dhaka, Dhaka, Bangladesh, in fulfillment of the requirements for the degree of masters of philosophy in public administration is an original effort of mine. No part of this thesis in any form has been submitted to any other university or institute for any degree or diploma.

Jannatul Ferdous

Registration No: 306

Session: 2012-2013

Certificate

Certified that the work integrated in this thesis entitled “Rural Development in the Era of Globalization: An Assessment of the Performance of Bangladesh Academy for Rural Development (BARD)” was undertaken by Jannatul Ferdous under my supervision and guidance.

The whole dissertation encompasses the researcher’s own effort and personal attainment. This is her original work. This dissertation or any of its parts have nowhere been submitted for any degree or publication.

I recommend for the submission of the theses in the University of Dhaka.

Professor Syeda Lasna Kabir, Ph.D
Department of Public Administration
University of Dhaka, Dhaka
Bangladesh

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List of Abbreviation and Acronyms Used

BRP	BARD Revenue Project
BSTD	Bangladesh Society for Training & Development
CCP	Center for Communication Programs
CDI	Centre for Development & Innovation
CDS	Centre of Development Studies
CIRDAP	Centre on Integrated Rural Development for Asia and the Pacific
COMSEC	Commonwealth Secretariat
CVDP	Comprehensive Rural Development Programme
DCs	Developing Countries
DG	Director General
DGHS	Directorate General Health Services
DPPM	Development Project Planning and Management
EBP	Evidence Based Policy
EICA	Egyptian International Center of the Agriculture
EPAB	Editing and Publication Association of Bangladesh
ERD	External Resources Division
ESP	External Supported Project
FAO	Food and Agriculture Organization
GTI	Graduate Training Institute
HQ	Head Quarters
ICA	International Cooperation Administration
ICTs	Information and Communications Technologies
IDRC	International Development Research Centre
ILO	International Labour Organization
IMED	Implementation Monitoring and Evaluation Division
INFRA	Institute For Rural Advancement
IUB	Independent University Bangladesh

JICA	Japanese Agency for international Cooperation
KOICA	Korea International Cooperation Agency
LFE	Live in Field Experience
LGED	Local Government Engineering Department
LGIs	Local Government Institutions
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NBDs	Nation Building Departments
NGO	Non-Government Organizations
NILG	National Institute of Local Government
NIMSME	National Institute for Micro, Small and medium
NIRD	National Institute of Rural Development
NPM	New Public Management
NPO	National Productivity Organization
OECD	Organization for Economic Co-operation and Enterprise Development
PIB	Press Institute of Bangladesh
PM	Performance Management
PKSF	Palli Karma-Sahayak Foundation
PPNB	Project Under Non-ADP Budget
PPP	Public Private Partnerships
RA	Rural Administration
RDA	Rural Development Academy
RTPFNP	Regional Training Programme – Food & Nutrition Planning
RWP	Rural Works Programme
SAARC	South Asian Association for Regional Cooperation
SDC	Swiss Agency for Development and Cooperation
SDGs	Sustainable Development Goals
SFDF	Small Farmers Development Foundation

TIP	Thana Irrigation Programme
ToT	Training of Trainers
TTDC	Thana Training and Development Centre
UK	United Kingdom
UNDP	United Nation for Development Program
UNCRD	United Nations Centre for Regional Development
UP	Union Parishad
USA	United States of America
USAID	United States Agency for International Development
V-AID	Village Agricultural and Industrial Development
WB	World Bank
WFP	World Food Programme
WTO	World Trade Organization

Preface

Rural development refers to the planned efforts undertaken to reduce or eliminate poverty, enhance resilience, stimulate ecological sustainability, and form capability to encounter these and other encounters confronted by the non-urban extents in Developing Countries (DCs). Rural development pursues to expand the eminence of life in the rural extents with instantaneous determinations to assist growth, efficiency, and well-being of the residents. Globalization is now generally accepted as an irresistible force affecting every aspect of human life in today's world. Unobstructed trade of goods and services, and prodigious development of Information and Communications Technologies (ICTs) and socio-cultural integration across the globe appears to be a major consequence of globalization. The aggressive advancement of globalization coupled with the market economy has been persistently changing the old concepts, practices and systems of rural development, especially in the developing countries.

Bangladesh is a vast rural based country. The rural development academy contributes on the major share of the gross domestic product. Bangladesh Academy for Rural Development (BARD) was established in 1959 for rural development. The organization has been working in the field of training and research for rural development since its inception. It has successfully blended the academic research, training and action research to mobilize the rural people into highly motivated economic agents. The Academy never considered rural development to be a playground of novice do-gooders. It continued to maintain rural development is a professional job which can be learnt only through systematic training and hard work. But the present performance of BARD in the globalized world needs to be assessed. This paper has examined the rural development in the era of globalization and it is an assessment of the performance of BARD.

The objectives of the study are to examine the challenges of BARD to manage its performance in the context of globalization; assess the factors involved in performance of BARD in the context of globalization; and suggest recommendations to overcome the problems facing by BARD to promote rural development.

In this study, a modest attempt has been taken to give picture of the Rural Development in the Era of Globalization with special reference to BARD's Performance. BARD has kept a continuous impact on Rural Development in Bangladesh. In order to measure the performance of BARD, the management practices undertaken by BARD, financial management of the academy, major functions accomplished by the organization, leadership status of BARD and faculty members' performance have been assessed here.

Chapter One

Introduction

1.1 Introduction

Rural development refers to the planned efforts undertaken to reduce or eliminate poverty, enhance resilience, promote ecological sustainability, and build capacity to meet these and other challenges faced by the nonurban areas in Developing Countries (DCs). The concept, rural development, search to increase the worth of life expectancy in the rural regions with simultaneous efforts in the direction of facilitating growth, productivity, and well-being of the residents of rural areas (Zafarullah & Huque, 2012). Encouraging progress in rural regions is a sluggish and multifaceted course. It needs an instantaneous act in different segments, in an atmosphere, experiencing swift, occasionally instable conversion (Kelles-Viitanen, 2005). Rural areas are facing major challenges today, which arise mainly from globalization. Policies for rural areas aim to contribute to recognizing and making use of strengths and opportunities.

In general, globalization is currently recognized as a desirable dynamism affecting every phase of social life in contemporary world. Open trade of things and facilities, and phenomenal progress of Information and Communications Technologies (ICTs) and social assimilation through the sphere seems to be a key concern of globalization (Rahman, 2014). In the age of globalization, the Public administration has been getting into an innovative shawl of the 'coordinator' by privatizing the considerable share of well-being delivery tasks. Several methods have been used to facilitate the privatization of welfare delivery, namely, contracting out, encouraging private provision, introducing quasi-markets, mobilizing voluntary sectors, and the like. However, the shift from the role of a direct provider to a facilitator of welfare delivery did not make the public administration redundant. In fact, it continued to enjoy its key position. The centrality of public administration is neither denied by the state nor by market. Though, the rationale of having a Public Administration differs widely, for states, a vibrant public administration is important for its sustenance. It provides the state with adequate support mechanisms to govern, public administration has excessive influential worth, which not merely helps the smooth working of the market, then again as well legitimizes its processes within a culture in a market economy (Chakrabarty & Chand,

2012). The forceful progression of globalization joined with the market economy has been insistently shifting the old perceptions, performs and arrangements of rural development, particularly in the developing nations.

Globalization is not a panacea. It can increase many countries' susceptibility to shocks and can subject states to check and make disciplined that circumscribe sovereignty. But reversing globalization, were it possible, would be an enormous setback. And embracing globalization piecemeal, while keeping a plethora of regulations in place, would be highly inefficient. Research on the sources of growth shows several factors to be relevant to all countries, rich or poor. As developing countries can substantially raise per capita incomes depends on policies that address these variables: labor, human capital, capital investment in research and development, technological progress, and the increase in total factor productivity arising from scale economies, the effects of agglomeration, externalities, and institutions that secure rights and minimize transaction costs. Yusuf (2001) argues that- "a comprehensive approach to globalization managed and abetted by good policies, can magnify the effects of growth-promoting measures. Among his observations: a) Returns from investment in skills are much greater in a more technologically advanced and integrated economy. b) Trade, by enlarging markets, reinforces those gains, and the option to migrate further augments the value of skills. The growing worldwide gap in income between skilled and unskilled workers suggests how much more fruitful skills are under globalization". In such situation, BARD has to encounter the challenges of globalization. It is necessary to update itself with the changing needs of the situation. New rural development strategies and techniques need to apply to cope with the contemporary needs of rural development and the society.

1.2 Statement of the Problem

Rural development denotes both the financial advancement of people along with better social change. Currently rural development issues get more importance because of ensuring sustainable development of the world. In Bangladesh, rural areas are the heart of the state. In this respect, prosperity of the state is truly dependent on the development of rural area. An institution can play a significant role in accomplishing the rural development goals of a state and accelerate the slow attended functions of the government and finally benefitted the rural poor. In the entire world, the pace of the rural development has become more faster than the past in the present era. BARD is a rural development institution, serving for a long period of

time for the rural development of Bangladesh. In this situation, it is essential to measure the performance of BARD in the contemporary world of globalization.

Bangladesh is a vast rural based country. The rural academy contributes the major share of the gross domestic product. Rural Bangladesh is the history of her exploitation of alien rule, distant central government and the various intermediary interests like landlords and money-lenders. Lives in the impoverished villages are buffeted periodically by natural calamities like flood, cyclone and drought. Faced with lack of capital, illiteracy, unemployment, low level of technology and weak organization in the life of the villagers is the instance of a grim struggle for survival. Frustration inevitably breeds fatalism. To come out of this vicious circle, sporadic efforts were made in the past for rural development (BARD, 1986).

Bangladesh is not a novice in the field of rural development, as somewhat it inherited long years of rich experiences in this field. From the second half of the nineteenth century, the British Government comprehended the necessity for rural development, adding to their four primary tasks, which were: maintenance of law and orders, administration of justice, the collection of taxes and the maintenance of accurate and up-to-date land records. Reports of the Famine Commission of 1880 and 1901 drew the attention of the British Government to the social consequences of low crop yield (Abedin, 1991). Through the Local self-government Act of 1919, the Union Committee was transformed into union Board and placed under the supervision of a circle officer to strengthen their function for the social and economic well-being of rural societies. After the Famine Commission Report of 1880, Bengal instituted the Department of Agriculture in 1885 as a part of the Department of Land Records. After the Famine Commission Report of 1901 the Department of Agriculture was further strengthened. The programme of the department centered on research and extension activities. Lack of adequate finance was the major problem for the effective performance of the department (Das, 1991). By 1930, the idea of rural development gained considerable importance. During the period between 1935-1938, the then Government of India allocated a large sum of grants to various provincial government as aid to rural development (Strickland, 1938). Side by side with the efforts of the then colonial government, voluntary efforts were made by some leaders, social reformers and civil servants. Noble Laureate poet Rabindra Nath Thakur; social leader A.K. Fazlul Hoque; ICS Officers like T.I. M. Nurun Nabi

Chowdhury; G.S. Datta and A.H.M. Ishaq- each of them contributed a lot for pioneering the cause of rural development in this country (Das, 1992).

Later on, 1947 systematic attempts were made for comprehensive development of the villages. The programme named “Village Agricultural and Industrial Development (V-AID) Programme” of 1953 was the manifestation of this policy (BARD, 1986). The programme is popularly known as V-AID was designed to solve the problems of the villages by self-help by creating community organizations under the leadership of local leaders. The concept of village level multipurpose workers as the link of functionary between the villages and the nation- building departments was the first topic to introduce in this programme. Through the process of planning with the people, the functionary has to create a spirit of self-help among them and also to become the channel of extending the services of the government. The V-AID programme was thus, neither to be independent of nor competing with various nation- building departments. On the contrary, they were really prepared to play a complimentary role for each other. To train the functionaries under V-AID, training institutions were established in each of the two provinces of East and West Pakistan. Two Academies, one at Peshwar and the other at Comilla, were established to train the officers working in the field and carry out research on rural development. Besides, a number of institutes were established to train the V-AID workers. The programme was abandoned in 1960 without any evaluation of its achievement with the introduction of basic democracy. So, the basic reasons of the decline of V-AID, as apparent from such evidences are failure of associating the people with the programme in the capacity of partners, rather than more subjects of development and lack of integration of the efforts of the nation-building departments and V-AID. Thus the programme failed to sustain in the absence of political and administrative commitment (Sen, 1996). The V-AID programme did not fail completely in its mission. It succeeded in bringing into sharp focus at the attention of all concerns the need of rural development and the urge of the rural people for this. Its great achievement was the establishment of the Academies, particularly the Comilla Academy, which made and is still making a treasured contribution to rural development (Hussain, 1996). Due to this V-AID background in 1959, the “Bangladesh Academy for Rural Development (BARD)” was founded.

The Comilla Models of Rural Developments are widely known in the development world. Based on these models, several programmes of national importance have been introduced in

these countries which have been in operation for over two and a half decades (Sattar, 1996). The Comilla Approach grew out of a series of experimental programmes or pilot projects designed and conducted by the Bangladesh Academy for Rural Development (BARD) in Comilla Kotwali Thana, the ‘laboratory area’ of the Academy. There were two-fold objectives behind the introduction of these projects: (a) providing real life learning situation for the trainees of the Academy, and (b) developing models of programmes/institutions which could be duplicated elsewhere in the country. In guiding and operating the projects, the Academy formulated a set of principles and strategies. These principles and the institutional methods were followed by the Academy in developing the pilot projects have been widely known and variously termed as “Comilla Approach”, “Comilla Model”, “Comilla Programme” and “Comilla Experiment” (Sattar, 1981). The Comilla experiment produced models of several viable programmes and institutions in rural development. Four of the models were adopted for nationwide replication; the others remained in operation in the laboratory area of the Academy. These four national programmes are: Thana Training and Development Centre (TTDC)- founding a training and development centre in every thana. The second one was Rural Works Programme (RWP) as embankment works programme of a road-drainage in every thana. The third one was Thana Irrigation Programme (TIP) - a decentralized, small scale irrigation programme in every thana; and the fourth one was the Two-tier Rural Co-operative System - in every thana (Sattar, 1996). The Academy has worked in the field of training and research for rural development since its inception. It has successfully blended the academic research, training and action research to mobilize the rural people into highly motivated economic agents. The Academy never considered rural development to be a playground of novice do-gooders. It continued to maintain rural development as a professional job which could be learnt only through systematic training and hard work (Hussain, n. d.). But the present performance of BARD in the globalized world needs to be assessed.

Against such a backdrop, this research paper has examined the development of rural areas in the age of globalization and it has done an assessment of the performance of BARD.

1.3 Objective of the Study

The objectives of the study are to:

1. Examine the challenges of BARD to manage its performance;

2. Assess the factors involve in the performance of BARD; and
3. Suggest recommendations to overcome the problems facing by BARD to promote rural development.

1.4 Research Question

In order to analyze the performance of BARD in the issue of rural development in the era of globalization, the following question is raised;

1. What are the factors involved in the performance of BARD in the contemporary globalized world?

1.5 Scope of the Study

In this study, a modest attempt is made to picture the Rural Development in the Era of Globalization using special reference to the performance of BARD. BARD has kept a continuous impact on the advancement of rural Bangladesh. So as to measure the performance of BARD, it is necessary to focus on the past and present performance. There are numerous matters that are linked to the performance of BARD. In the changing necessity of the situation of a globalized world, BARD has a continuous pressure to adjust with. The study is strongly concerned with the factors involved to discharge the performance along with the efforts undertaken to encounter the problems of globalization make survival of the organization.

1.6 Rationale of the Study

Virtually all the states in the developing world encounter the task as long as satisfactory employ and foodstuff privileges to their current inhabitants, reducing the ratio of population progression to a stable and controllable level and creating an annual intensification in food production that can bear the call of the growing population. Therefore, by rural development, we mean rising the output and accordingly the final earnings of families making their maintenance in rural spaces, by growing employment occasions in farm and non-farm events, therefore assisting their revels of societal, traditional and physical welfare (Sen, 1996).

On December 16, 1971, Bangladesh became an independent country, followed by a violent liberation war, it separated from Pakistan. Bangladesh encompasses a population, projected at about 162 million populations, situated within a terrestrial area of 57,000 square miles.

Within this area, Bangladesh is the utmost densely populated states in the world. The mainstream of the inhabitants exists in rural zones (Lewis, 2011).

“Globalization” – the spread of economies, cultures, and power through national borders – has become a buzzword which is generally evoked unquestioningly. It frequently creates slight illumination. Since it is generally seen as unavoidable and closely inadaptable, globalization is frequently offered as a dynamism that requires to be involved without a spare, but doing this welfares some individuals while placing others at serious hazard (Roberts, et. al; 2014). All approach of life necessitates some financing source, but a promise to conserving a total approach of existence in the face of deep financial and societal conversion cannot expect to prosper. Persons who are keen to endurance of abode, who need a maintainable base for the age group who follow, need and so admit some grade of gaps of financial and societal life (Keller, 2001). Due to the fast going of globalization and the majority of rural area in Bangladesh we need to give special focus on rural development to provide the citizen better and enriched life.

BARD is fifty-five years old organization working for the development of rural areas. Through the vibrant management of the first Director of BARD, Dr. Akhter Hameed Khan and a small team of faculty members started the journey for blazing new trails for development planners and rural development administrators. Throughout the years, the organization kept strong influence on rural development. It is still followed by the different country as a model of rural development. As it is an old and influential institution, my strong enthusiasm liked to do research at this institution.

This study may be useful to the academicians, scholars and other researchers who have a keen interest in the issue of rural development in globalization context. The study may validate the existing literature on “rural development and globalization”, in this field that may help to supplement the knowledge of different stakeholders in general and policy researchers in particular.

1.7 Limitation of the Study

This study is an outcome of huge effort in the arena of rural development. In every social research, there are some limitations, and nothing is absolutely flawless in social science as each person has a different opinion and argument.

Different studies of bureaucratic manners and policy-formation inside government attribute philosophies and welfares to the actors, instead of gathering evidence about them. Several of the studies attempts to restructure views, philosophies and reasons depend on surveys, content analysis and semi-structured interviews of public communications and media acts. Gathering evidence about elite views by means of surveys which keeps aloofness between scholarly and organizational practices (Rhodes et al., 2007). BARD is an autonomous organization, but funded by the government. Due to funding from the government, the behavior of the faculty has been just like a government servant. In that case, the data collection from the faculty members of BARD was a Herculean task. The questionnaire survey was the first method selected for data collection. The data collection was difficult due to non-availability of several faculty members. Then the interview method was applied to data collection.

There exists another vital organization working for rural development, which is “Rural Development Academy”(RDA), Bogra. If that institution can be incorporated with BARD, a comprehensive image of Rural Development of Bangladesh can be concentrated. The inadequacy of interconnected academic means and specialized research on the issue in Bangladesh side is as well an important limitation. Constraint of time and resource always disturbed the researcher. The busyness of the respondents created hindrances in filling up the questionnaire and answering the interview questions.

1.8 Organization of the Study

The organization the study contains six chapters.

Chapter one is the introductory discussions of the problem statement, objectives, research question, scope and also covers the discussion on the rationale and limitations of the study. In a nutshell, chapter one is the chapter that familiarizes the readers about the rest of the study.

Chapter two incorporates discussions of the conceptual issues covered in the study. To be specific, it encompasses the performance management theory and the importance of the performance management theory also highlights. Most essentially- the analytical framework of the study is focused in this chapter.

Chapter three contains the methodology used in the study. It discusses the study area, sources of data, sample size, methods and techniques applied to the data collection and analysis.

Chapter four, deals with the historical background of rural development and role of BARD in Bangladesh. This chapter discusses the present status of the Academy as well as the functions served by it. In short, this chapter provides the overall scenario of the rural development of Bangladesh with a special a focus on BARD.

In Chapter five, there has been taken an effort to analyze and interpret the data and information collected from the fieldwork. The entire focus is given here on the analysis of the performance of BARD in the era of globalization. The key emphasis here is to explore the factors involved in the performance of BARD in the contemporary globalized world.

Finally, Chapter six concludes the study, highlighting the key findings regarding the factors involved in the performance of BARD in the present globalized world and sets of “way forward” are also proposed concerning to overcome the problems facing by BARD to promote rural development.

Chapter Two

The Theoretical Framework

2.1 Introduction

The aim of the chapter two is to establish a theoretical outline that is justified by relevant theory. While developing the theoretical framework, the pertinent theories are elaborately discussed with their origination and their relevance to the focus of research is also depicted here. The central aim of this present chapter is to progress a theoretical outline to sketch a needful analytical framework to carry out the research. But, there is severe necessity of clarifying some conceptual issues as per the necessity of the thesis. Once the theories and their constructions are elaborated, the current chapter aims at formulating the analytical framework which contains dependent and independent variables that have bearing upon the area of this research. Lastly, this chapter attempts to verify the linkages concerning the dependent and independent variables with the help of the theories that compose the theoretical framework of this study.

As per the topic of the research, it is imperative to analyze the performance of BARD as an academy in achieving its goal of emancipation of rural development, as it is the pioneering organization in this field. The existing study is a simple effort to discover the performance of BARD in the era of globalization. Organization theory can serve the purpose and help to assess the performance of the organization “BARD”. An attempt here is taken to sketching a needful analytical framework and clarification of the relevant terms to carry out the research.

2.2 Conceptual Issues

2.2.1 Rural Development

The term “rural” varies from country to country, yet it is regularly used contrary to “urban”. But, it cannot put on merely this term to other states. Furthermore, owing to the point that the idea of “rural” differs from Asia to Africa, it is tough to explain it consistently. Thus, the usage of “rural”, as a comparative thought to “urban”, grounded on natural, societal and financial, circumstances in each state may be most satisfactory.

Though what is rural, there is a general understanding, a common explanation does not present. In an effort to better apprehend the idea of “rural” some writers used a multi-principles method, outlining rural regions as:

- a) An area where human settlements and organization inhabit simply a small part of the land;
- b) Natural surroundings controlled by grasses, woodlands, highlands and deserts;
- c) Low density of population is about 5-10,000 persons;
- d) Most of the people work on farms;
- e) The accessibility of land at a comparatively low price; and,
- f) An abode where events are impacted by a high business cost, accompanying with lengthy distance from capitals and poor arrangements (Ashley and Maxwell, 2001).

Chi-Yuen Wu defines development as following way:

A process of societal transformation from a traditional society to a modern society, and such a transformation is also known as modernization (Wu, 1977).

Development is a course of welfare of the publics. It is all about increasing the standard of living, refining the health, learning and creating opportunities for a better life.

Rural development refers to the planned efforts undertaken to reduce or eliminate poverty, enhance resilience, promote ecological sustainability, and build capacity to meet these and other challenges faced by the nonurban areas in developing countries.

The World Bank viewed rural development as following way:

A strategy designed to improve the economic and social life of a specific group of people—the rural poor. It involves extending the benefits of development to the poorest among those who seek a livelihood in the rural areas. This group includes small-scale farmers, tenants and the landless (World Bank, 1975).

The concept of rural development relates to improvements in the countryside or nonurban sections of a country, with an importance of farming as the principal economic element (Blair, 2006). It is noticeable that the agrarian segment cannot be enduring and left in a situation of public refutation and its societal, financial and bodily role is a dominant

component in attaining a more maintainable society, together for the rustic and the metropolitan community (Marsden et al., 2001).

Therefore, this one is difficult to specify the core elements of rural development. This description, however, captures the essence of the concept of rural development that pursues to progress the eminence of life in the rural regions with simultaneous efforts to facilitate growth, productivity, and well-being of the residents.

2.2.2 Globalization

Globalization denotes to a progressively assimilated worldwide economy with fewer barriers of trade, unhindered movement of capital, cost-effective labor and unrestrictive economy, which indicates less government interference (Meraj, 2013). According to Paul Streeten states, globalization in the following way:

Globalization is transforming trade, finance, employment, migration, technology, communications, the environment, social systems, way of living, cultures and patterns of governance. The growth of technology and globalization mutually reinforce each other (Streeten, 1998).

2.3 Context

The demand of globalization has turned out to be one of the most forceful topics of apprehension for existing political and social scientists. Globalization was able basically because of the arrival of information, knowledge and the formation of information networks. The universe is truly becoming a celestial village and the realism is as well being supplanted by practical realism. It is simply usual that the spectacles of globalization, at a distance from devising an influence on the world and native principles, besides will impact the societal, financial and business patterns of the world (Islam, 2011). Globalization is repeatedly in use to express as a procedure that is identical with liberalization. Though, the financial globalization procedure is much more seen than this modest or reflex connection concerning globalization and liberalization. At the same time as here has been actually important liberalization in contemporary years, this has been attended by the continuance or even the prominence of tariff barriers in some zones and in some states, as well as some key advanced states. The procedure of liberalization in employment, investment and economics has been taking room at noteworthy degree and space in many rising states. This procedure has been

encouraged by the lend conditionality's of the global monetary organizations, the guidelines of the WTO, and unilateral guiding principle trials. Therefore the strategies connected with the globalization course are a peculiar amalgamation of protectionism and liberalization. The peculiarity is possibly emphasized by the point that in certain vital cases rising states are requested to embark on further concentrated liberalization, at the same time as the advanced states are offering to preserve or even upturn preferential strategies (Khor, 2006).

Globalization comprises multilateralism and multi-faceted approaches. It is unavoidable in the current atmosphere; there is a crucial want to discourse the socioeconomic difficulties that arise as a result of a universal market economy. Globalization requires a process of adaptation and readjustment of rural development. Rural development is not isolated in the present world. It needs holistic and participatory bottom-up approaches. Challenges for developing countries are human resource development, distributive justice, capacity building, reform, regional cooperation, patent right, establishing intra-regional institutional network for new global trade, uphold inter-cultural identify and promote sense of social responsibility, fostering and promoting indigenous culture, cooperation and cooperative, social movement and mobilization, create social and human capital, intellectual leadership for conducting research and extensions, autonomous media (Hasan, 2000). The majority areas of Bangladesh covered with rural areas. If we want progress of the country, we will have to bring rural areas for development. Rural development and counties overall development of the country is closely linked with the country like Bangladesh.

In Bangladesh, the underlying forces of rural development have changed immensely in a globalized circle. Bangladesh has no option but to be joined with the universal financial system in a globalized circle. Therefore, the best method to cope with globalization is to harmonize with it hence that Bangladesh can resolve its difficulties employing shared collaboration and teamwork at county and international stages (Rahman, 2014). "Does the performance of BARD is compatible with the globalized world?" In order to have a clear understanding and explain the research issue, it is very important to focus on organization theory. In order to explain the research topic, the usage, relevance and importance, tend to support from Performance Management (PM) theory has been taken for this study.

2.4 Performance

Performance is a multidimensional concept. There are several diverse classes of behaviors which have the capability to make advancement or hindrances towards organizational

objectives (Aguinis, 2011). Cardy & Leonard (2011) expressed ‘Performance’ as “the goals or actions achieved, not the activities are important”. To Bouckart & Halligan (2008) “Performance is not a unitary conception, though performance is intensely connected to ‘outcomes’, in relations to outcomes and results”. To Aguinis (2011) “A mixture of three issues permits people to do: (1) Declarative Knowledge (facts, values and objectives), (2) Practical Understanding (whatever to organize and in what way to organize) and (3) Drive/Inspiration (choice to perform, level of work and determination of work).

Thus, ‘performance’ is result or outcome oriented matter. All efforts are provided to achieve organizational goals.

2.5 Performance Management

Performance management organizations have been defined as procedures planned by the administration and enforced on employees largely in an effort to connect performance to compensation. This is attained through assessing singular performance beside setting objectives or offerable that are, once smearing best exercise, associated with the group and organizational objectives (Korir et al., 2015). Dooren et al. (2015) expressed that- “Performance management is a kind of management that integrates and practice performance information for making decisions. It can cover the whole chain from input to outcome.”

Armstrong explained performance management as (2006) “as an organized procedure for cultivating administrative performance by increasing the performance of persons and groups.” According to Salem (2003) performance management works to discourse about the three E’s including “Economy, Efficiency, and Effectiveness”.

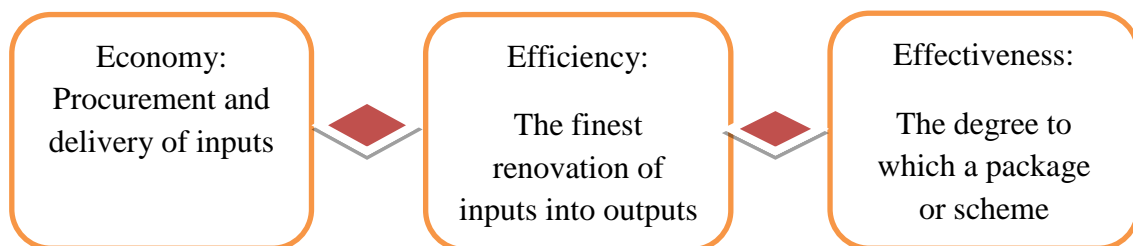


Figure 1: 3 E’s of Performance Management

So, Performance management is concerned with the input to outcome activities consistent with organizational goals.

2.6 Background of Performance Management Philosophy

Performance contains all activities that are executed. The other extents of the conception 'performance' comprise a worthy result. Performance has an intelligence that can be also extraordinary or below standard (Dooren et al., 2015). Performance is an invention of both managerial and human actions (De Waal, 2002). Managerial performance represents the real output or consequences of an institution as dignified counter to its planned outputs or objectives. Performance is also seen as a dependent variable of influences from both the technical and institutional environments (Gomes & Osborne, 2010).

Performance management has undergone many changes since the early 20th century. It has shifted from traditional bureaucratic model to diverse model, although the most relevant model for a particular country depends on its own political, economic and social conditions.

During the early 20th century, "Bureaucracy" has received attention and fame as a form of organization by the discussions of Weber. By the development of the money economy, industrialization and production based management bureaucracy grew as a strong and powerful organization through which modern states prefer to rule. Traditionally, bureaucracy possesses the characteristics which allow the bureaucrats to be rule-bound, impersonal, formal document-oriented and rigid in making difficult decisions (Khan, 2013). Dooren et al., (2015) argues that "The Weberian ideal-typical approaches to public management are still relevant today, although the relative importance may have shifted. The implication is that public management is always a blend of ideal-types. Performance management in its pure form does not exist."

The Public Management Model (1980s) focuses on use of business doctrines, effectiveness in application of possessions, efficiency, consumer orientation (Ahsan & Islam, 2009). The New Public Management (NPM) Model came into existence in the 1990s. The book entitled 'Reinventing Government' by David Osborne and Ted Gaebler, published in 1992 heralded the birth of the NPM. The word NPM was invented by Christopher Hood in his famous article 'A Public Management for All Seasons' (Avasthi & Maheswari, 2015). In the banner of NPM exist in an extensive arrangement of administrative apparatuses, the compatibility of which is often contested (Williams, 2000). Notwithstanding the internal variation, the NPM doctrine has all the characteristics of a performance movement (Hood, 1991). Though, the

effort to excellence took off in serious in the initial part of 1990s after the announcement of Citizen's Charter of the UK's in 1991 and the USA's Reinventing Government in 1993. The Citizen's Charter is assumed to represent six crucial philosophies of communal facilities, stressing the significance of principles, information and directness, choice and discussion, consideration and effectiveness, placing things correct, and worth for money. The Reinventing Government of US's is organized about many philosophies seriously connected to Performance Management with a solid effort in class of facilities (Salem, 2003).

A specialist of UK expressed that the 1980s and particularly the 1990s saw the increase of "performance" as a matter in public segment philosophy and exercise' (Talbot, 1999). In the same way, a US expert noted that 'if here is an only subject that exemplifies the public segment in the 1990s, the situation is the request for performance. A refrain has arisen during this period, got at very levels of the regime that requests for records of performance and clear results of government act' (Radin, 2000). These tendencies remain in the period of 2000s. New Public Management has a stimulation position in these improvements. Firstly put by many OECD associates, the response of NPM fundamentals that comprises performance has extent virtually comprehensive through Europe (Curristine & Flynn, 2013). Whereas NPM has been partially succeeded in first group nations, performance management has been more traditionalized in the states for example the United Kingdom and Australia. The philology of NPM has developed more widespread currently in late improving states. The utmost new performance movement is known as Evidence Based Policy (EBP). If we accept that outcomes of programmes are keys in performance and performance management, EBP does fit the description of a performance movement. EBP prescribes that facts and figures on outcomes, rather than ideologies or opinions of the day, should inform policy decisions. EBP has a largely basis of the British. EBP had extent to almost all strategy segments by the expiration of the 1990s. In a sense, EBP echoes some of the promises of social engineering in the social indicator movement. In the 2010s, a number of countries have been reviewing and revising their performance systems including the Netherlands, the United Kingdom, the United States and Australia (Dooren et al., 2015).

One of the advancements in performance activities of the twentieth-century has been the continually growing assimilation of depth in the central courses of the public segment. The measurement of government initiated at the edge of government. The twentieth century has

viewed an increasing incorporation of dimension inside and through the public segment itself (Dooren et al., 2015). NPM changes universally have presented a diversity of performance management and measurement carry out. Performance management is progressively converted as an essential part of contemporary governance preparations (Pollitt & Bouckaert, 2004). NPM was the principal drive that presented performance information in public organization on an administration-comprehensive scale, on a global scale and in very management tasks (Dooren et al., 2015).

2.7 Key Activities to Attain Performance Management in Developing Countries

The notion of dealing managerial performance is being extensively acknowledged and accepted entirely over the sphere. It extent swiftly from the private segment to the public segment in the advanced world and has freshly found its system in many rising states. Different creativities and laws remain to being delivered as an indication of governments' persistence on succeeding the innovative effort on performance alignment (Salem, 2003). The necessity for the organized study of performance management is grounded on the intensification in use and its present importance in the OECD. The crucial arguments have created a growing literature as they discourse central matters of public administration and strategy, however, certain obscurities, even misperception, persist about the mechanisms and situation of performance management (Bouckaert & Halligan, 2006). At the termination of the additional half of the twentieth century, many rising states fixed to modify above to market-based growth. This modification was correspondingly adopted by external contributors, correspondingly the World Bank (WB), who applied force on governments by creating their funding provision upon organizational, financial regulation for instance free trade, rivalry, privatization and partial government interference. Development aid was made dependent upon restricting the financial role of the government, decreasing the scope of the public segment; privatization and reducing open disbursement (Schacter, 2002; Hopper et al., 2003). It is not tough to recognize how inefficient public segment organizations weaken progress and poverty continue. The best collective resolutions often contain mechanism, for example rationalization of processes, prohibition of twofold employ, swelling civil service remunerations, combat corruption, advancement of training, and reorganizing government facilities. These thoughts are beneficial, however, they do not seem to compromise even an incomplete resolution to the profounder difficulties come across from public segment

organizations in many rising states that have been extremely exhausted by years of negligence and dishonesty. In certain circumstances public establishments are no longer competent to accomplish the job for which they were formed. Therefore, civil service reorganization may necessitate more than trivial alterations; it may essentially be more important and constructed on a more excellently adjusted accepting of the grounds of the error (Bale & Dale, 1998).

The alteration to a market-centered economy essential transformation of accounting performs and innovative mechanism of administration and arrangements of information. This was deeply desirable since study at the time disclosed that around is an important affirmative relationship concerning public segment efficiency and improved per capita income, amplified adult literacy rate and concentrated infant death rate. Rising states ongoing to host NPM, which has numerous essential features: decentralize authority and offer flexibility; improve rivalry and excellence; deliver receptive facility; stay concerned with performance; stay customer focused; and emphasis on productivity. In fact, numerous rising states have only accepted features of the NPM ideal, particularly privatization and rationalizing. Several states have besides conduct test with performance management creativities but the best of these were inadequate to the institution of performance-focused on employee appraisal schemes. These have not existed very fruitful as in these methods promotions are connected to performance, though in various rising states promotion is still connected to superiority or to relationships. Efforts to practice performance objectives have shaped mixed consequences. The absolute scope of the rising world does not permit similar debate about the viability of applying performance management in rising states (De Waal, 2007).

In the industrialized countries, performance improvement initiatives emerged long ago as an element from within the urge to reform public sector and a rich literature that followed has examined performance-based reforms, measurement, and management (Bouckaert, 1991). But, developing countries do not have a good track record on the application and successful execution of performance management or measurement in the government segment. Some attempts by leading developing countries like Thailand, China, India, Brazil, South Africa, Malaysia and a few others are visible in the last three decades. But these mostly concerned the federal or central public services. Far less attempts can be detected in the local government sector. Literature on developing countries' attempts to implement PM is not

abundant (Alam, 2016). Certain limits that specify the feebleness of the rising states' performance management arrangement for instance; want of management abilities and proficiency, poor management practices, incompetent bureaucratic arrangement, and low level of output (Zulystiawati, 2014). But, the present study is concerned on the outcomes or results currently embedded in an autonomous organization on rural development 'BARD'.

2.8 Concerns of Performance Management

Several influences will affect the efficiency of an institute's performance management scheme, however three are best significant. First, the scheme desires to be associated with and maintain the institute's direction and acute achievement aspects. Second, well-built, competently managed apparatuses and procedures are desired to create the scheme consumer responsive and sound expected by organizational fellows. Third, and utmost vital, is that mutually superiors and personnel need to use the scheme in a way that carries evident, value-added assistances in the extents of performance design, performance improvement, response and attaining outcomes (Pulakos, 2004). According to Armstrong (2006)- "the key issues of performance management are: (a) results, (b) arrangement, (c) dimension and assessment, (d) incessant progress, (e) incessant improvement, (f) correspondence, (g) sustaining participants and (h) equality and transparency".

To Ganguli (2008), the major concern of Performance Management is "employee development in particular and business development in general. Around two chief concerns: how to manage the performance of individuals or how to evaluate and keep track of the performance of groups, teams and that of the organization as a whole and how to best chalk out a clear and reward system at work."

Aguinis (2011) expressed that- A perfect performance management organism shields:

- a) Flawless connection between individual, unit, and organizational objectives
- b) Contain an appropriate performance magnitudes
- c) Do not need unnecessary time and funds
- d) Have significant costs
- e) Deliver a solid employee development programme
- f) Recognize actual and unsuccessful performance

- g) Constant measurement of performance
- h) The events of performance are not incomplete
- i) Sensible as well as trust the procedures and consequences
- j) Contain input from various fonts continuous basis
- k) No secrets and transparent enough
- l) Consist of instruments so that blunders can be amended
- m) Constant evaluation of performance
- n) Conform with moral values

The performance management system is concerned with the organization as a whole. The present study is completely based on assessment of the performance of an organization 'BARD'. That's why, it is very much vital to know about the concerns of performance management to better conceptualize the study.

2.9 Why Performance Management is Important?

Managing Performance may be an important stimulus to a professional organization's productivity. This is because the organization's output will at least be made visible, and it may also be rewarded for it. The vital knowledge after performance measurement is a modest some: a specialized institute articulates its envisioned performance and directs in what way this performance may be dignified by describing performance pointers (De Bruijn, 2007). Performance is pertinent to particular organizations, for functional policy extents and for the broader level of states. The common determination is to designate the linkage of means with actions and outputs, to connect the outputs to the possessions of organizations and their strategies, and occasionally even to connect this to contentment or assurance in particular organizations, strategies or their traditions. Since, a 'performance management' strategy viewpoint, this denotes that an assimilated micro/meso/macro performance attention is desired (Bouckaert & Halligan, 2006). According to Ganguli (2008) "The PM activities in an organization are owned and driven by its line management with full support from its staff functions. The institute has a prophecy and a tradition of principles. Based on these two important ingredients, it decides on its mission and also determines the strategic aims by which it proposes to achieve its mission."

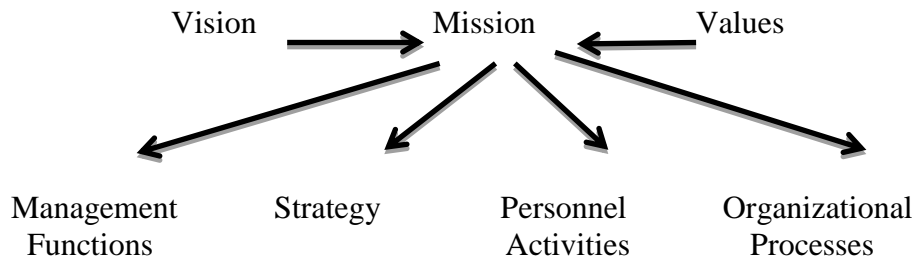


Figure 2: Performance Management Outline of an Organization

Again, Ganguli (2008) expressed that-

- a) PM involves a proven organizational framework and a process which, when implemented, enables managerial personnel to view responsibilities.
- b) All organizational people develop clarity about what is expected of them; they have adequate scope for giving and doing their best, of developing themselves for the common benefits of personal career growth and realization of the company's future vision.
- c) PM addresses how to retain good people, how to keep the attrition rate as low as possible, how to enhance the performance of low and if their performance cannot be improved, what to do with them.

To Brumbrach (1988) “Performance indicates both actions and outcomes. Actions originate from the performer and convert performance from perception to accomplishment.” Performance makes ways to the accomplishment that when management of performance in cooperation with inputs and outputs essential to be reflected (Armstrong, 2006). Cardy & Leonard (2011) expressed “Behaviors as principles deal the benefit of delivering a strong way that an employee may track to attain greater performance level. As a basis for performance evaluation, behaviors offer the advantage of providing direction to a worker to improve performance. Behavioral criteria offer clear examples of how workers can act to improve performance. In contrast, outcomes as criteria offer clear standards by which performance can be assessed. However, outcomes offer little in terms of developmental feedback. The advantages of outcomes are:- (a) easily and objectively measured (b) can lead to increased productivity and bottom-line performance of an organization”.

According to Aguinis (2011) “performance management structures can assist the succeeding six drives: tactical, managerial, statistical, improvement, structural maintenance, and documental reasons”.

Performance management delivers the image of incorporation both technically and generally. Performance management creates performing the plan everybody’s number one work- it creates personnel’s perform just like they are owners of the business. It is the incorporation of the practices mulled with reasoned that is the significant to implementation of the complete idea of the performance management structure (Cokins, 2009). Performance management is an incessant and elastic procedure that comprises executives and those whom they attain performing as associates within a structure that arrangements out in what way they can finest work along to attain the essential consequences (Armstrong, 2006). So, in organizational perspective, the success of the organization largely depends on its performance management.

2.10 Performance Management (PM) Theory

Performance management and measurement is a key part of the New Public Management measure (OECD, 1997). The newest entrant in the domain of theories that zooms in on organizational performance is Performance Management (PM). Multiple disciplines of management contributed and rigorous works of practitioners supplemented to development of performance management as a field of management knowledge (Alam, 2016). There has been a noteworthy growth in the usage of performance-management schemes over the previous two decades in the public segment globally. Actually, transformations in polity structures, social issues and jobs appear to yield a lot of difference in the usage of performance management. Schemes of performance-management is rooted in, where choices taken and their useful application stems from a multifaceted mixture of environmental issues, social backgrounds and dissimilarity, structurally constructed welfares (Lægreid et al., 2006).

All over the world, performance management has been around a long time in mutually the public and private segments. Performance management is as well denoted to as performance-centered management, performance-focused management, outcome-oriented management, or management by outcomes. Performance management seems to be part of a worldwide evolving tendency wherein open rivalry is generating a worldwide market base wherein performance is equally a facilitator and an energizer (Kim, 2009). It is a method to

organization which connects the activities of individual executives and employees to an institute's deliberate objective. It states objectives and the productions desired to attain those objectives, it attains the assurance of entities or teams to attain those productions, and observes the results (Curtis, 1999). A system of performance management is a beneficial instrument to regulate accountability, since it relates administrative purposes to divisional and specific performance objectives. In this approach, the doings of the specific member of employee are associated to and intended at attaining the all-encompassing purposes (Alam, 2016). On the whole, performance management contains actions that confirm that organizational objectives are constantly being encountered in an active and effective way therefore that it includes collective idea, organization style, employee participation, inducements and recompenses, capability context, cooperation, education and training, approaches, and negotiation (Kim, 2011).

To Kim (2005) – “The thought of managerial performance denotes to whether the organization organizes sound in satisfying the management and operating purposes chase the assignment and whether the organization really yields the activities and productions chase to the assignment or the official instruction. The organization's inner administration and procedure have donated considerably to the attainment of these objectives.”

There are seven categories provided by Evans (2011) - on performance management:

1. An organization's elder leader's individual activities guide and arrangement of governance.
2. Development of organization's planned aims and action strategies.
3. Attend to the opinion of its clients.
4. Selection, collection, examine, management and improvement its records, statistics, and information resources, and management of information technology.
5. Involve and improve its personnel to develop its full prospective.
6. Plan, cope, and progress its important procedures for executing those work arrangements to deliver its customer.
7. Improvement in product, finance, market, employee, process and leadership outcomes.

Again, Kim (2011) acknowledged five crucial characteristics of effective performance management:-

- (1) Arrangement of the method of performance management and the prevailing methods and policies of the organization;
- (2) Leadership assurance;
- (3) An ethos in which it is perceived as an approach of enlightening and recognizing decent performance and not a problem that is utilized to censure poor performers;
- (4) The contribution of stakeholder; and
- (5) Incessant observing, comment, propagation and knowledge of outcomes.

Thus the main ingredients of BARD's Performance are its existing system of working, organizational goals, leadership, involvement of faculty members in discharging functions, and output.

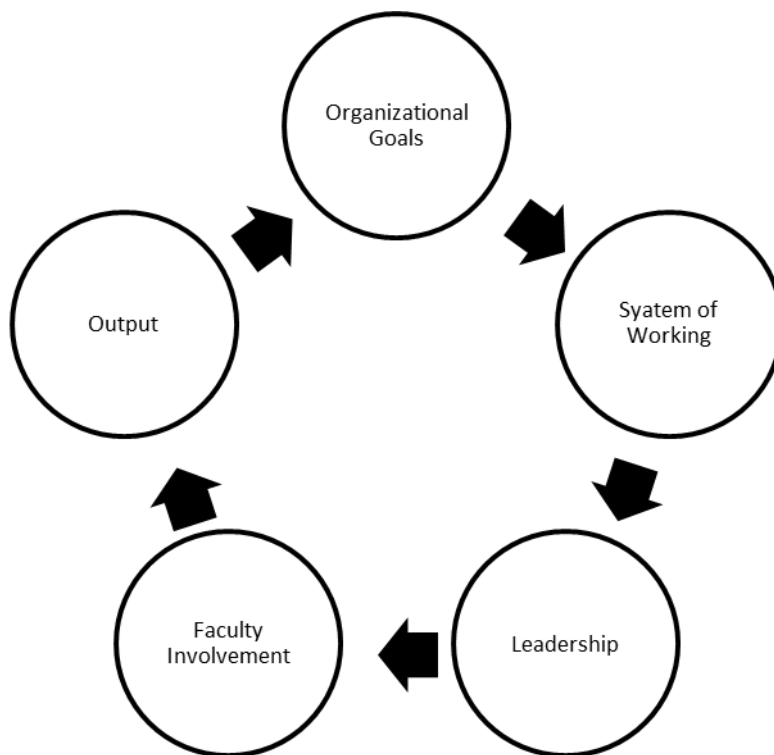


Figure 3: BARD and Performance Management Theory

a) System of Working

Here, system of working means the managerial functions and the day to day activities of the academy. In their day to day activities, they do all the tasks which are supportive in achieving

organizational goals. The managerial activities of the Academy are discharged by its Faculty and staff which contain 9 divisions, each of which is steered by a Director.

b) Organizational Goals

Organizational goals provide an organization, a framework to discharge their functions. As an academy for rural development, the institution has some specific goals such as conduct research, training and action research.

c) Leadership

A leader provides a vision for personnel to practice as motivation for attaining goals. BARD also has a leader. Every major issue of the organization is solved through the close supervision of the Director General (DG) of BARD.

d) Faculty Involvement

Involvement of personnel in every aspect of the organization, increase productivity as well develops the “we feeling” attitudes. All the decisions of the academy belong to top-down or participatory in nature is a big issue of organizational success.

e) Output

The academy from its inception has been working for rural development of Bangladesh. The success of the academy in rural development aspect is considered as the output of the academy.

Performance Management has offered to measure the performance. At this point, the theory of performance management has operated to represent the performance of the body “BARD”. Performance management emphasized here on the existing system of working, organizational goals, leadership, involvement of faculty members and the output of the Academy. All these are very interrelated aspect of measuring the performance of BARD.

2.11 Analytical Framework

Following the analytical framework here developed on the foundation of above stated theoretical framework. Analytical framework is utilized to generate the connection between the dependent and independent variables. Moreover, it is utilized to confirm the dependence of the dependent variable on independent variables and find relationship with them with the comprehensive theoretical standpoints. The present study focuses on the performance of 'BARD'. On the basis of Performance Management theory, identified the dependent and independent variable in the study. In accordance with the Performance Management theory, four independent variables have been identified that may possibly affect the only dependent variable 'BARD's Performance'. These independent variables are Management Practices, Financial Management, Functions, Leadership and Faculty Members.

A simple analytical framework showing the relationship between the variables is presented in the figure 4:

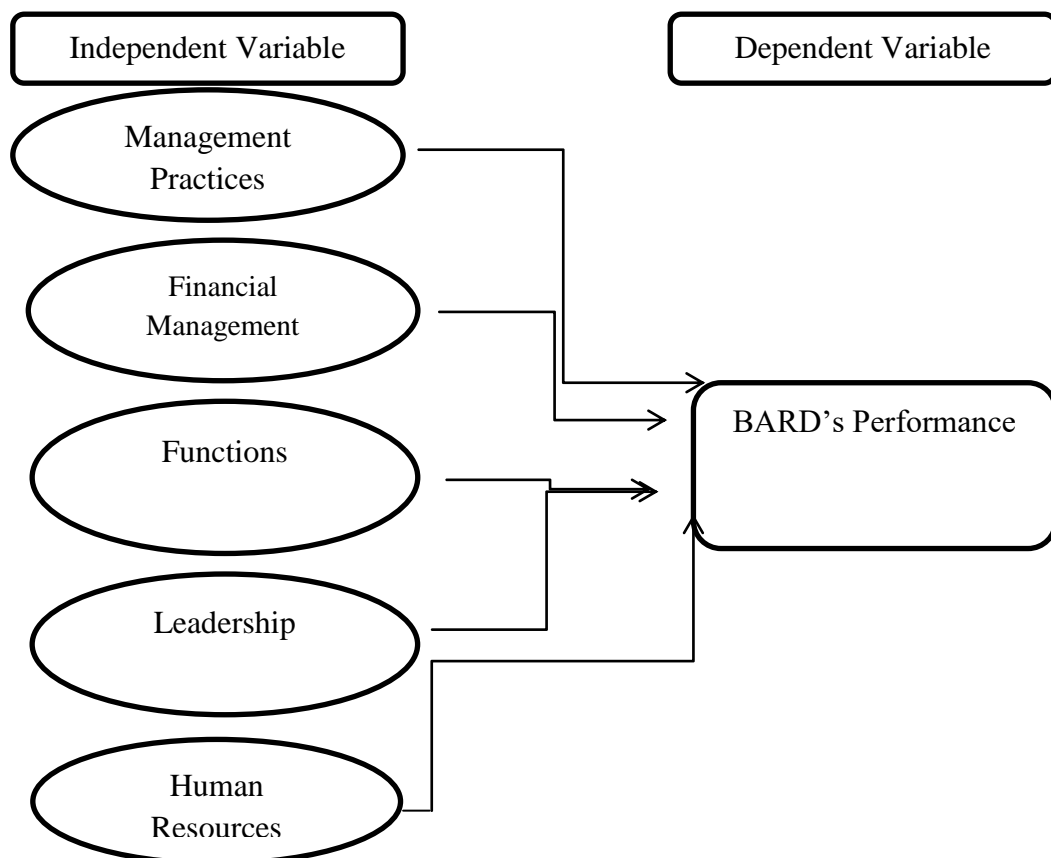


Figure 4: Analytical Framework of the Study

2.12 Operational Definitions of the Variables

Dependent variables are variables which are reliant on other variables for its value in research. The values of those variables if varies, then the value correspondingly varies of the dependent variable. The Dependent variable relies on which variable is called independent variable. An independent variable is the variable which is supposed to keep impact or decide a dependent variable. The working definitions of the variables are presented below:

2.12.1 Dependent Variable

The study has identified BARD's Performance as the dependent variable.

BARD's Performance

Bouckaert & Halligan (2008) expressed "Performance is not an elementary concept, within a definite implication. Fairly, it requires to be observed as an agreed of info about attainments of changing importance to diverse participants. It could as well be recognized with an action, programme or plan. There are inputs that are managed in actions, which affect in outputs. All these outputs, facilities or yields, are sendoff the dark case and go in society". Now the current study, the output served by the organization "BARD" is measured as BARD's performance. Here, the performance of the organization is dependent upon management practices, financial management, functions, leadership and faculty members.

2.12.2 Independent Variables

Three independent variables are identified which are defined as follows:

Management Practices

BARD as an Academy has its organizational goals and objectives. To achieve its goal, it works by following its mandate. It has been maintaining a control mechanism and decision also taken on various issues to run the organization and serve the purposes.

Financial Management

Finance is the life blood to run an organization. To run the organization, it is necessary to have financed. The Academy basically runs through government funding.

Functions

The Academy is serving several functions in the field of rural development and allied fields. It has three types of activities viz. training, research and action research.

Leadership

The entire BARD is at present headed by the post “Director General”. He performs as the Chief Executive of the Academy. He discharges his functions with the help of nine Directors and the Additional Director General. The actions of the Academy are accomplished by its Faculty which encompasses of 9 Divisions each of which is directed by a Director.

Human Resources

Amongst the three key tasks such as training, research and action research, the task of training turn out to be the vibrant one for the human resources of the Academy. Training Division attempted to confirm sensible provision of training progresses and sittings amongst the human resources as their academic experience, specialty, practices and other envelopment. To be efficient with the modern matters of attention, the human resources joined in diverse training programmes within the country and out of the country according to the selection of the capable/suitable authority. BARD regularly takes initiatives to strengthen its human resources through training and higher studies that helps to increase the capability of research. In the arena of action research, human resources of BARD generate new ideas through conducting research, carrying out observation studies and consulting different policy documents. The involvement of faculty in the three arenas is very vital.

2.13 Indicators

In order to trace the answers of the research questions from the findings of the independent variables some indicators and indicative queries are also set in the below table 1:

Table 1: List of Indicators

Independent Variables	Indicators
Management Practices	Organizational goal
	Organizational mandate
	Organizational control
	Annual Planning Conference (APC)
	Board of Governors (BoG) in policy making
	Implementation of decisions of BoG
Financial Management	Financial strength
	Challenges and threats of budget allocation
Functions	Training
	Research
	Action research
Leadership	Hierarchical
	Participatory
	Efficiency
	Proactive or reactive
Human resources	Human resource recruitment process
	Career planning
	Publication and research
	Training
	Higher degree
	Punishment and reward system
	Innovation

2.14 Operational Definition of the Indicators

Table-1, discloses that the measurement indicators of independent variable “management practices” are organizational goal, organizational mandate, organizational control, Annual Planning Conference (APC), Board of Governors (BoG) in policy making and implementation of decisions of the BoG.

- i) Organizational Goal:** BARD as an academy for rural development, the major organizational goal is rural development.
- ii) Organizational Mandate:** BARD follows the “BARD Ordinance 1986” to run the functions of the organization.
- iii) Organizational Control:** In BARD perspective, interference from the top level administration, control of the senior level to all of the faculty members including staffs.
- iv) Annual Planning Conference (APC):** APC of BARD held for the evaluation of the performance of previous year and future planning for the upcoming year.
- v) Board of Governors (BoG) in Policy Making and Implementation of Decisions of BoG:** As per BARD Ordinance 1986, at least three meetings should be held in a year with not less than one-third of the total number of members should be present. All the issues at the meeting of the board should be decided by the votes of the majority of the members voting and presence.

The measurement indicator of independent variable “financial management” includes financial strength, challenges and threats of budget allocation.

- i) Financial Strength:** Financial strengths are the sources of finance of BARD.
- ii) Challenges and Threats of Budget Allocations:** The difficulties faced by BARD regarding financing are the challenges and threats.

Training, research and action research are the three measurement indicators of independent variable “functions” of the academy.

- i) Training:** As per 8 (b) of “BARD Ordinance 1986”, the academy should provide training to government officials and others related people in the arena of rural development.
- ii) Research:** As per 8 (a) of “BARD Ordinance 1986”, the academy should conduct research in the arena of rural development and related fields.
- iii) Action Research:** As per 8 (c) of “BARD Ordinance 1986”, the academy should conduct experiments on ideas and theories of development.

Hierarchical, participatory, efficiency and proactive or reactive are the measurement indicators of “Leadership”.

- i) **Hierarchical or Participatory:** The leadership style of the academy follows hierarchical or participatory technique is the issue here.
- ii) **Efficiency:** The leadership style of the academy able to increase efficiency of the faculty or not.
- iii) **Proactive or Reactive:** In an emerging situation, the leadership practice of the academy is proactive or reactive.

The measurement indicator of independent variable “Human resources” are human resource recruitment process, career planning, publication and research, training, higher degree, punishment and reward system and innovation.

- i) **Human Resource Recruitment Process:** Human resource recruitment process of the academy expressed in BARD Ordinance, 2009.
- ii) **Career Planning:** Existence or non-existence of career planning in the academy.
- iii) **Publication and Research:** Impact of publication and research in the career progression of the faculty members.
- iv) **Training:** Impact of training on faculty members and staffs in improving performance.
- v) **Higher Degree:** The impact of higher degree of the faculty members in improving performance.
- vi) **Punishment and Reward System:** Existence or non-existence of punishment and reward practice for improving the performance of the employee.
- vii) **Innovation:** Opportunity to produce innovative ideas of the faculty members for the academy.

An explanation is needed as to why I have chosen “performance management theory” among the jungles of theory. “BARD” is a small organization. To assess the performance of this organization “performance management theory” is the most applicable theory. “Performance Management Theory” is a component of New Public Management (NPM) Theory. NPM is a vast concept. A vast concept is not appropriate for a small organization like BARD. That’s why a component of NPM is utilized to assess the performance of the organization “BARD”.

Keeping the preceding discussion in mind, we need to search the answer of the following four questions in the light of theoretical framework:

1. Do the management practices shape the performance of the organization?
2. Do the functions of the organization have an impact on contemporary rural development?
3. Does the leadership of the organization keep impact on its performance?
4. Does the personnel management system make the employee innovative?

2.15 Conclusion

In this chapter we have discussed different issues pertaining to the BARD's performance in particular. It also provides an idea about different theoretical concepts used in the study. Moreover, operational definitions of the variables and indicators were also provided. A clear analytical framework was constructed to simply the understanding the relations between the variables and try to make study more clearly by elaborating different variables related to the study.

Chapter Three

Methodology

The methodology of research is a method of analytically resolve the problem of research. This chapter offers a comprehensive concept of steering the research. With additional arguments, this chapter deals with the research methodology of the study. The research question and nature of the problem to be designed and to be responded are the managerial mainstays to resolve what method and policy would be engaged to track a research. A mixture of observation, content analysis and in-depth interview are applied in the research. The determination of application of diverse methods is that it reduces the threat of partiality in the study and therefore mechanize as a trustworthy instrument for research.

3.1 Research Methodology

“Research in which the researcher gathers and examines data, assimilates the findings and draws interpretations utilizing both quantitative and qualitative methods or approaches in a particular study or program of investigation”- that is a mixed method research approach is engaged (Tashakkori & Cresswell, 2007). Mixed method research has expanded inclusive reception by researchers in the last three spans, assumed that the application of only single technique can never completely designate all features of an issue. The motive after utilizing the mixed method is that it overcomes the drawbacks and gets the benefits of qualitative and quantitative methods. Utilizing a mixed method assisted to lessen the fault of the particular methods and confirmed the rationality of assembled data.

The present research incorporates both qualitative and quantitative data for materialization of the research objectives. Single method will be unable to produce appropriate outcomes of the study.

3.2 Study Area

BARD has been serving as rural development institute since its inception. In order to understand the Rural Development in the Era of Globalization, this organization’s activities may serve my research purpose. For this reason, the nine divisions of BARD named Administrative Division, Research Division, Project Division, Training Division, Rural

Administration and Local Government Division, Rural Sociology and Demography Division, Rural Economics and Management Division, Agriculture and Environment Division, Rural Education and Social Development Division have been selected as the study area.

3.3 Reason behind the Selection of the Study Area

The purpose of my research can be successfully served by BARD. Because, the subject matter of my research is “Rural Development in the Era of Globalization”. This is the best organization in Bangladesh to serve the purpose of the research.

3.4 Sources of Data

Generally, there are two different sources of collecting data, viz., primary sources and secondary sources. The research is based on both primary and secondary sources of data.

3.4.1 The Case Study

A case study is a profound inclusive study of a person, a societal group, an event, a procedure, a condition, a programme, a community, an organization or any other societal unit (Ahmed, 2010). According to Yin (1994) - “case studies are the desired approach when ‘how’ or ‘why’ queries are being pretended, when the researcher has little control over proceedings, and when the attention is on an existing occurrence within some real-life perspective.”

The method case study is more rigorous in nature. The arena of study is relatively limited, but has more of profundity in it. It is considered one of the best widespread kinds of research technique. Its objective may be to apprehend the life cycle of the element under study or the interface between issues that elucidate the current status or the improvement over a span of time (Ahmed, 2010). The present study is on the performance of BARD. The researcher trying to find out, what factors involved in the performance of BARD in the contemporary globalized world? Performance can be measured through explain the current status or the development over a span of time. In this circumstance, case study method can serve the purpose well.

3.4.2 Primary Sources

Primary sources of data are the first hand data to be collected from the study area. The study had applied two tools for collecting primary data, namely interview and observation. Primary

sources were the main source to validate the research objectives by establishing the correlation between the variables under study. Rightly, it turned out to be the greatest asset of the study. An interview through a standardized questionnaire was conducted to collect both quantitative and qualitative information from BARD. One questionnaire was used for collecting primary data. The researcher interviewed faculty members of BARD. Through this survey, researcher has collected data related to independent variables and issues for linking with the dependent variables.

3.4.3. Secondary Sources

The secondary sources of data are in the form of published documents. The study used numerous sources to collect secondary data, such as from different relevant publications, dissertations, books, journal articles, reports, websites etc. and other relevant documents were made use of. Secondary sources were very useful to analyze the relationship between dependent and independent variables. It helped to gather information about the performance of the organization.

3.5 Data Collection Method

Using a single process of collecting data would be instinctive for countering the research questions. Several methods for gathering data, therefore, were utilized in this study. The key data collection methods used in this research was interview, observation and content analysis. This segment has more expands a facet note on those methods of data collection. Firstly, a single method was taken by researcher is “questionnaire survey”. But, due to no response from the respondents made the researcher bound to change the method of data collection.

3.5.1 Interview Method

Interview method is the most common method in social science research. A fine planned interview is very effective than a “verbal questionnaire” (Aminuzzaman, 2011). So, the rationale of the researcher behind the selection of this method is to find out the response of the respondents well. Interview of the faculty members was the source of primary data in the study. In the beginning, interview guide was arranged with the discussion of supervisor. From the first week of August, 2016 to middle of September 2016 interview was carried out.

Therefore, the primary results of the in-depth interviews were carried out to realize the performance of “BARD” on the source of the interview guide.

3.5.2 Observation Method

Observation is a focused, organized and careful technique of observing and attending to a phenomenon or interface, for instance, it takes place (Kumar, 2005). Observation method was engaged where the researcher continued passive viewer, observing and attending to the actions of the performer.

3.5.3 Content Analysis Method

Content analysis method is a sort of secondary data analysis is employed to examine the text, as well as interview records, manuscripts, books, web sites, and newspapers to govern the incidence of definite arguments or concepts. The effects of content analysis permit researchers to pinpoint, along with extent, detailed ideas, thoughts and their connected forms, and tendencies of concepts that happen within a particular set or over time. Demanding content analysis was prepared by studying diverse journals, research workings, published and unpublished books, articles, proceedings, magazines, newspapers etc. throughout the study.

3.6 Sample Size

Purposive sampling is a method where certain units are purposefully selected for the decision of the researchers. The researcher makes an effort to select the sample to be a representative one. The researcher selects the pertinent and representative sample insofar as possible. Yet, if this process is really followed a small sample may even turn into a very representative one (Aminuzzaman, 2011). The total number of the post of the Faculty members of BARD is 60. But the existing number is 39, who are serving in BARD. Convenient sample sizes of respondents were selected for observation, interview and content analysis method. 50% of the existing number of faculty were taken as respondent. Thus, the size of the sample was 20.

The composition of the respondents will be as follows:

Table 2: Number of Respondents and Rank

Rank	Number
Director	3

Joint Director	7
Deputy Director	6
Assistant Director	4
Total	20

As per the rule of purposive sampling, the 50% faculty members can serve the purpose of prevailing research. The sample size did not include respondents from the clientele of BARD, because the research is entirely on the BARD and as a respondent, faculty member can serve the purpose of the study well. Diversity of respondents may not serve the necessity which the researcher wants to find out from this study.

3.7 Validation of Data

Validity is the point to which the prearranged tools compellingly measure, discover or designate the phenomenon under consideration (Judd et. al, 1991). In this research data was collected through observation, interview, and content analysis methods. The mixture of all the three methods assisted to assemble consistent and effective data.

3.8 Analysis Plan

Data analysis plan is where the investigator frequently reveals the collected data, affecting deeper for considering and demonstrating the data, and developing an explanation of the greater implication of the data (Creswell, 2003). The spirit of this research is to adapt the measures of data into compressed procedures to simplify easy understanding and consideration for the person who reads. The gathered data were expressed in tabular arrangement, investigated manually, offered by charts and recorded in the writings. A link between variables and data was recognized by understanding discourses. The results were offered through narrative writings, logical reasoning and simple computations.

3.9 Conclusion

Thus, this chapter has delivered comprehensive idea about research methodology used in the study. The expressive along with investigative research study had utilized in mixed method to gather facts. Therefore, a mixture of survey through in-depth interviews, content analysis, and observation method were utilized to accomplish the task of research.

Chapter Four

Rural Development in Bangladesh: A Historical Perspective and Role of BARD

The Academy is expected to be a living center of village development, where knowledge is not only collected and disseminated, but some fresh and critical thinking is done, and ideas and schemes are analyzed and tested as in a laboratory.

-Dr. AkhterHameed Khan

Bangladesh is a rural area based country. The development of the entire country depends on the development of the rural area. BARD is a leading institution in Bangladesh engaged in training, research and action-research in rural development. Its objectives and functions include conduct of research and action-research for the formulation of rural development policies and programmes, training of personnel from various government and non-government organizations concerned with activities of rural development and facility of consultation and information amenities. The Academy has made substantial contributions towards rural development in the country by evolving several innovative rural development programmes and institutions, which have been replicated throughout the country. It still continues to mould new ones. It has also provided planners and policy makers with information and insight about the problems of rural development in the country through its integrated approach to training, research and action-research (Ahmed & Quddus, 1993). Over the years its fame has spread far and wide and it is now a familiar name, home and abroad to all those concerned with or interested in rural development. The founding figures of the Academy and those who inherited the mantle from them took painstaking efforts and made many sacrifices to bring it to its present position. They still remain and will continue to remain the important source of inspiration for the Faculty members of the Academy (BARD, 1991). With the organization, Bangladesh has a long history of rural development. In the contemporary days also, BARD has to play a significant role in the rural development practice in the country.

4.1 Bangladesh and the Setting

Formally, the People's Republic of Bangladesh is the biggest wetland. The area of Bangladesh is 1, 47,570 sq. km (Ferdausi et al., 2009). The territorial waters of Bangladesh

confines of 12 nautical miles and the extent of the high seas covering to 200 nautical miles dignified from the base lines founds the economic zone of the state (BBS, 2013).

The past of Bangladesh is a momentous mixture of chaos and harmony, along with affluence and hardship. It has prospered, taking into consideration of societal splendor and lamented under the special effects of war. The area currently organizing Bangladesh was from the year 1201 to 1757, under the rule of the Muslims. Bangladesh was a portion of the British Indian provinces of Bengal and Assam from the year 1757 to 1947 for approximately 190 years. In August, 1947 the subcontinent was divided into India and Pakistan with the dissolution of the British rule. Then, Bangladesh was known as East Pakistan and became part of Pakistan. On December 16, 1971 succeeding victory in the War of Liberation, it looked at the world atlas as a sovereign and independent state (BBS, 2012).

On July-2012, grounded on population Census Bangladesh had a population of about 152.25 million (BBS, 2014). In 2001, the population density was 843 per sq.km. which amplified in 2011 to 964 per sq.km. (BBS, 2013). Most of the people (about 88.8%) are Muslim and more than 98% of the people express their language through Bangla (BBS, 2014). A linkage of rivers present in the state of which consists of the Padma, the Jamuna, the Brahmaputra, the Surma, the Teesta, the Karnaphuli and the Meghna are vital ones. Entirely those rivers have 230 streams with a full span of about 24140 kilometers (BBS, 2013). In rural areas, more than 75% of the population lives. However, urbanization has been swift in the previous few years.

4.2 Evolution of the Rural Development and Inception of BARD in Bangladesh

Asia is predominantly a rural society. A vast size of the population lives in rural areas and national economies are also greatly dependent on the activities of the rural areas like agriculture, fisheries, livestock and other informal activities. For a period of 25 years after World War II, rural development was based on and closely related to the plans and policies which were advocated for the total economic development of the developing countries (Ahmed, 2000). Almost all the countries in the developing world face the challenge of providing adequate employment and food entitlements to their present population, slowing the rate of population growth to a steady and manageable level and producing an annual increase in food output that can sustain the demand of the increasing population. Rural

development involves inputs from a large number of government supported activities and agencies as well as from non-government sources (Sen, 1996). So discussing the experiences of the rural development process of a country like Bangladesh having a rich heritage is undoubtedly a challenging task.

This chapter attempts to present a historical profile of the evolution of rural development and BARD in Bangladesh starting from British era to post independent Bangladesh. The history of modern rural development policy in Bangladesh can be divided into three periods, namely the British, Pakistan and Bangladesh periods.

4.3 British Period

For around two hundred years (1757-1947), Bangladesh was part of British India. However, the legislative measures could not improve the situation of rural areas. With the partition of India in August 1947, Bangladesh became part of Pakistan and remained so until independence was declared in 1971.

Colonial rulers formally intended to make the rural India central power points and structure it as economic backbone both for political and economic advantages (Asaduzzaman, 2007). According to Islam (2007) the colonial rulers were primarily concerned with law and order, administration and revenue collection in the rural areas. The measures taken, through enactment of certain laws, are reflected in the following legislation (1) The Chowkidery Panchayet Act of 1870; (2) Land Improvement Act of 1883; (3) Agricultural Disaster Loan Act of 1884; (4) Local Self-government Act of 1885; (5) Bengal Agricultural Debtors Act 1935; and (6) Cooperatives Societies Act 1912, 1940.

The journey was officially started in the 1950s and made many significant contributions in the development of rural areas. The first attempt to carry out a comprehensive programme for village development was initiated in 1953 through the creation of a countrywide network of institutions mostly manned by officials representing various development departments. The programme, popularly known as V-AID, was designed to solve the problems of the village by self-help by creating community organizations under the leadership of local leaders (Ferdausi et al, 2009). With assistance from the United States International Cooperation Administration (ICA) and the Ford Foundation, the government established this special programme for rural

development (Raper, 1970). The V-AID programme was thus, neither to be independent of nor competing with various nation-building departments. To train the functionaries under V-AID, training institutions were established in each of the two provinces of East and West Pakistan. Two Academies, one at Peshwar and the other at Comilla, were established to train the officers working in the field and carry out research on rural development. Besides, a number of institutes were established to train the V-AID workers (Sen, 1996). But it was failed to achieve desired goals due to poor leadership (Ferdausi et al, 2009). The programme was abandoned in 1960 without any evaluation of its achievement with the introduction of basic democracy. The programme failed to sustain in the absence of political and administrative commitment (Sen, 1996). But, a great achievement of V-AID was the establishment of the Academies, particularly the Comilla Academy, which made and is still making a valuable contribution to rural development (Hussain, 1996).

The academy was established in 1959 as a training and research institute. It was developed as an institution of the new type. It has been engaged in several types of pilot experimentation and action research to find out replicable models of institution, designs of programmes and methods of work conducive to the development of rural areas, the pilot projects in cooperatives, rural administration, farmers' education, youth work and women's education act as illustrations (Khan, n. d.). Six Committees were set up to design and implement various village extension works in Comilla Kotwali Thana. The Committees are:- i) Administrative Committee, ii) Agriculture Extension and Farmers Association iii) Education and Community Organization iv) Cooperative and Cottage Industries v) Translation and Publication and vi) Evaluation Committee (Khan, 1983). The government permitted the Academy to use the Comilla Kotwali Thana for observation and experiments. In this way a pattern of training was developed which consists of library study, theoretical discussion, field visits to the demonstration area and the study of research findings. These special features should be reflected in the educational programmes and activities of the rural development institute (Khan, n. d.). It was to be developed as a high-level training and research institution with a bias for practical experimentation in rural development (Hussain, n.d.). The Academy formulated a set of principles and strategies. These principles and the institutional methods followed by the Academy in developing the pilot projects have been widely known and variously termed as "Comilla Approach", "Comilla Model", "Comilla Programme" and "Comilla Experiment" (Sattar, 1996). The components of "Comilla Model" are:

- a) Thana (Upazila) Training and Development Center (TTDC) - founding a development and training centre in each upazila or thana;
- b) Rural Works Programme (RWP) -. It is a road-drainage embankment construction programme;
- c) New Extension System, mainly Thana Irrigation Program (TIP) - a decentralized, small-scale and irrigation programme in every thana or upazila; and
- d) Two-tier Co-operatives- in every thana or upazila (Kabir, 2009).

These four components collectively called the “Comilla Approach” were widely simulated all over the state by the government as per an approach for rural advancement in the late sixties and early seventies (Ali, 2000). Sattar (1981) expressed the effectiveness of the approach as stated below:

The four major ongoing programmes of rural development in Bangladesh have been designed on the models of the Comilla Approach. For instance it has practically demonstrated how (a) the small farmers and peasants can be organized both for production and self-protection, (b) accumulation, retention and investment of capital can be made in the rural area, (c) the people’s participation can be ensured in the development process, (d) the technological innovations can be internalized in a wider scale, (e) the rural people and government officials can work as partners in development, (f) a bottom-up planning can be introduced, and so on. It illustrates how much knowledge can be accumulated and disseminated in a variety of fields and how much training can be organized in a community which is eighty percent illiterate.

4.4 Lessons from the Colonial Regime

As expressed by Asaduzzaman (2007), during the British rule, some rudimentary initiatives were made to address the rural problems through the introduction of rural reconstruction movement. The rural development efforts during the colonial regimes were dominated by bureaucratic initiatives and thus failed to recognize the indigenous processes, structures or initiatives. During the colonial era, the problem of poverty and development had been wrongly perceived as function of poor agricultural productivity and lack of technical applications than as a socio-political imbalance. Thus, over emphasis was given to supply of agricultural input as a production-oriented strategy at the cost of distributive justice.

But, the rural development activities got an institutional framework through the establishment of the Academy. BARD was the first effort to provide rural development institutionally.

4.5 Bangladesh Period

The emergence of Bangladesh in 1971 changed the entire focus on social, political and economic objectives of the nation. The programmes and policies of the Awami League regime (1972-75) were designed to achieve a communist financial scheme within a democratic agenda (Khan & Zafarullah, 1981). The First Five Year Plan (1973-78) largely concentrated on agricultural development. The plan aims at: a) Self-sufficiency in the production of food grain. b) Creating employment opportunities for the rural unemployed and under-employed so as to enable them to attain a basic minimum level of consumption. The strategy was also taken in equitable rural income distribution. Some of the specific measures include:

1. The agricultural plan envisages concentration of the new seed-based technology.
2. Special attention to the developing rural institutions at a rapid rate.
3. Undertake a rural works programme with a large number of labor intensive projects all around the country.
4. Significant changes in the cropping pattern, labor intensive techniques in farming for raising employment.
5. A policy of withdrawing subsidies on all inputs to have a favorable effect on income distribution.
6. Get assistance of the cooperative institutions by organizing landless laborers and involving them in decision-making.

All the suggested measures were to increase rural equality and lead Bangladesh towards the goal of socialist economic order (GoB, 1973). The thrust of the Second Five Year Plan was rural development with an assessment to refining worth of existence of the rural individuals. For the purposes of coordinated planning and implementation, all rural activities, which are grouped under three categories, namely:

- a) Activities in the area of production, e.g., agriculture, fisheries, poultry and livestock, cottage and small industries, etc.
- b) Activities in the area of infrastructure, e.g., roads, canals, electrification, etc.
- c) Social services, e.g., Education, Health, Water supply, Housing, Family planning, etc.

Entirely these events are to be intended and implemented done the local institutions in such manner as would ensure the production of basic needs (GoB, 1980).

Despite all the past efforts taken, the rural areas of Bangladesh continue to present a grim picture in the issue of landless, illiteracy, unemployment and nutrition. In the Third Five Year Plan (1985-1990), the aims of rural development were:

1. Get above the poverty line at least 10% of the rural poor;
2. Confirm more entrance for the rural disadvantaged to resources of production.
3. Support the rural underprivileged the segment local assets.
4. In respect of basic physical setups and societal service requirements, develop the worth of the existence of the rural people.

The Fourth Five Year Plan (1990-95) concentrated on the strategy to stimulate superior chances for the rural underprivileged people. The purposes of this strategy for the rural development area are to:

1. Decrease rural poverty by source of growing productive income spawning events.
2. Improve rural organizations;
3. Progress basic physical arrangement in the rural extents;
4. Simplify agricultural progress through recognized maintenance and development of irrigation;
5. Encourage involvement of women in rural expansion (GoB, 1995).

The Fifth Five Year Plan (1997-2002) offered rural development aims and ideas as below:

- a) Poverty alleviation through quicker economic development
- b) Produce extensive employment prospects and increase in productivity;
- c) Development in the worth of life of the rural people through utilization of the rural multitudes and assets;

The Sixth Five-Year Plan (2011-2015) was intended at fast-tracking development and decreasing poverty. By the culmination of the Sixth Plan, the attainment of these objectives would likely to place Bangladesh in the way of the different points of MDG and the Vision 2021. To attain all the objectives, approaches are given below:

- a) Acceleration of economic growth and employment
- b) Promoting from greater labour force development and confirming labour excellence
- c) Improving factor productivity through information technology
- d) Reducing the growth of population
- e) Ensuring food security

- f) Addressing the land constraint
- g) Managing the spatial dimensions of growth
- h) Reducing income inequality
- i) Forming an outcome-oriented Monitoring and Evaluation (M&E) scheme (GoB, 2010).

The Seventh Five-Year Plan (FY2016-2020) intended at fast-tracking development, enabling populations. The approach to be followed comprises:

- a) Employment generation of the rural area and poverty decline
- b) Rural poverty alleviation and reinforcement of rural finance
- c) Agriculture value chain development through cooperatives
- d) Institutional Development and Capacity Building
- e) Improving Service delivery system through ICT

Under development and Non-development heads, the national budget allocation for Local Government Institutions (LGIs) has to be improved to support the Rural Development and Local Government. The method to assign budget can follow a definite structure to evade overlay and to identify the essential unencountered requirements. These are simply analytical figures to largely backing in attainment of the 7th Five Year Plan considered aims and prophecy concerning improvement of Rural Development and Local Government segment in Bangladesh.

Table 3: Allocations for Local Government and Rural Development in 7th Plan ADP
(in Crore Taka, 2015/16 prices)

Ministry	FY2016	FY2017	FY2018	FY2019	FY2020
Local Government Division	16650	19190	21620	24030	26880
Rural Development and Co-operatives Division	1020	1370	1550	1720	1920
Ministry of Chittagong Hill Tracts Affairs	510	700	790	870	980
Total Sector	18180	21260	23960	26620	29780

Source: 7th 5YP, 2015.

Table 4: Allocations for Local Government and Rural Development in 7th Plan ADP

(in Crore Taka,current prices)

Ministry	FY2016	FY2017	FY2018	FY2019	FY2020
Local Government Division	16650	20340	24210	28380	33300
Rural Development and Co-operatives Division	1020	1450	1730	2030	2380
Ministry of Chittagong Hill Tracts Affairs	510	740	880	1030	1210
Total Sector	18180	22530	26820	31440	36890

Source: 7th 5YP, 2015.

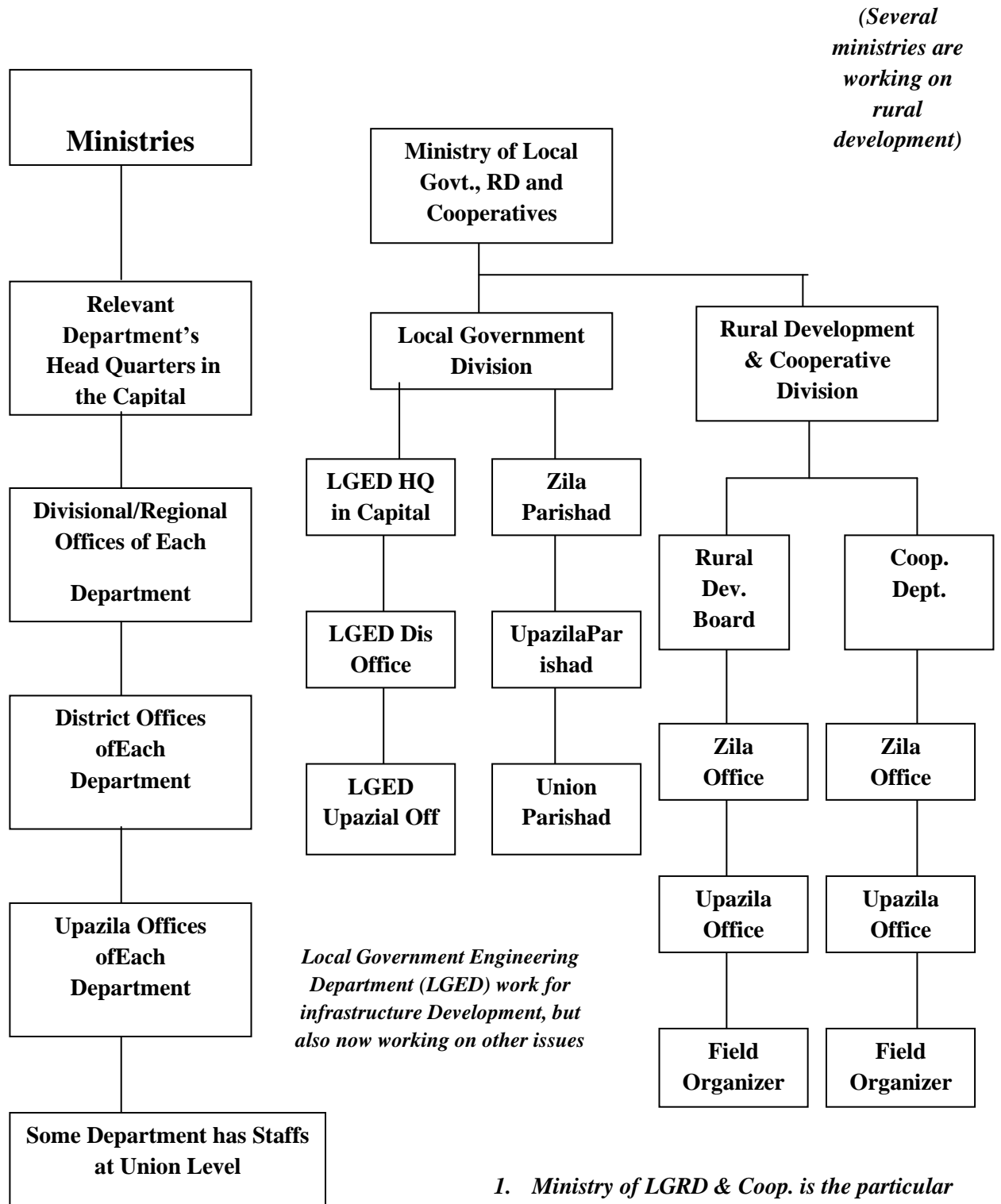
The allocation for rural development and Local Government in the 7th FYP shall be amplified progressively. Simply, these are suggestive figures to largely support attainment of the 7th Five Year Plan considered aims and prophecy concerning expansion of Local Government and Rural Development segment in Bangladesh (GoB, 2015).

4.6 Rural Development Process in Bangladesh

Rural Development is basically maintained through a complex system. At present the following government organizations are concerned in improving livelihood of the people through poverty alleviation approach. These are: Health Department, Agriculture, Education, Police, Upazila and District Administration, Land and Revenue Administration, Cooperative, Social Welfare, Women affairs and some specialized organization such as BRDB, BARD, RDA, NILG and LGED (Ferdausi et al, 2009).

Figure 5: Relevant Ministries and Department for Rural Development in Bangladesh

(Source: Ferdausi et al, 2009).



1. Ministry of LGRD & Coop. is the particular ministry for Rural Development.
2. Other than that at least 8 (eight) other ministries are working on rural development within their mandate through their own field offices. Ministries like Agriculture, Education, Health, Livestock & Fisheries, Women Affaires etc.
3. Rural Local Government Institutes also work individually or with the line departments.

As we see in the figure number 5, all the line departments mentioned above have offices at the Upazila level and some also have field staffs at Union Parishad level. They are implementing different development programmes relevant to their department in rural areas following their departmental procedures. These line departments or Nation Building Departments (NBDs) are basically implementing their programmes for Rural Development from the Upazila level (Lowest Administrative Tier) offices. On the other hand, UP is implementing some Rural Development programmes for the development of the area as well as involved with the programmes by line departments. The coordination between the programmes of NBDs and UP is maintained through Upazila Coordination Committee. This is the most important part of government to practice good governance (Ferdausi et al, 2009).

4.7 BARD and Present Status

The clientele of the Academy training programmes are the Government officials, co-operative institutions, researchers, local level representatives, field level beneficiaries, NGO representatives and students of universities. With the collaboration of LGED, UNDP, ADB, US-AID, FAO, ILO, WFP, CIRDAP, SAARC, Asia Foundation, Ford Foundation, AARDO and COMSEC as well, BARD conducted workshops, seminars and training packages on different matters of rural development for the contributors from the states in the African and Asia-pacific countries. For its advanced model “Comilla Approach to Rural Development” in inside and outside the country, the Academy as an eminent organization; and got national honor in 1986 for its outstanding impact on rural development. The Academy addressed many of the basic elements of local government activities through its experimental projects from where a few well-known models were also evolved and these were replicated throughout the country. BARD is serving to the nation in the field of rural development by its threefold activity like Training, Research and Action Research (Rahman, 2009). The Academy continues to follow this approach very meticulously. The tradition that has been built up over the years in the Academy has been enriched by contributions by the villagers demonstrating their instinctive capacity and latent energy. The Academy has strong confidence that it has been able to work with the villagers for their welfare.

4.8 Functions of the Academy

According to Clause 8 of the BARD Ordinance (1986), the assigned functions of the Academy are expressed below:

- a) To conduct research in rural development and allied fields;
- b) To provide training of Government officials and others concerned with rural development;
- c) To test and experiment concepts and theories of development;
- d) To evaluate the programmes and activities relating to rural development;
- e) To provide advisory and consultative service to the government and other agencies;
- f) To guide and supervise national and foreign students in their dissertation work;
- g) To conduct national and international seminars, conferences and workshops;
- h) To help policy planners in the field of Rural Development.

4.9 Training

In the field of rural development, training has been identified as the vehicle for effective individual, collective, social and human development for the grass-roots people of Bangladesh; BARD through its dynamics in imparting training has been trying to develop a cadre of skilled and capable human resources in the rural sector of Bangladesh for comprehensive development of the country (Hamid et al, 2007). The Academy is a titled national training organization. Moreover, the Academy is visited by a great figure of imitational clients as well as consultants, government officials, students, scholars, affiliates of diplomatic force and imitational organizations (Islam et al., 2015). Most significant groups are LGED, DGHS, BARC, BCC, PKSF, AARDO and UNDP (Ahsan et al., 2013). Training Division is liable for inclusive harmonization of training events. It is steered by a Director, who is supported by a Joint Director, a Deputy Director and two Assistant Directors. This Division is maintained by a Training Assistant, a Training Super and several other supporting staff perform the day-to-day purposes of this Division (Zahid et al, 2012).

Table 5: Training Courses of BARD

Sl. No.	Nature of Course
A. International Training Courses	
1.	Training Course/Attachment
2.	Workshop/Seminar/ Conference
3.	Orientation Programme
B. National Training Courses	
1.	Foundation Training Course
2.	Special Foundation Training Course for BCS (Health) Cadre Officials
3.	Special Foundation Training Course for Assistant Engineers of LGED
4.	Attachment Training Courses on Rural Development for the Participants of BCS (All Cadre) Officials (Capsule)
5.	Attachment Training Course on Rural Development (Students)
6.	Orientation on Rural Development Programme and summer Live in Field Experience (LFE) for IUB Students
C. Professional Training Courses	
1.	Self-initiated Training Course
2.	Sponsored by Other Organizations
3.	Workshop/Seminar/Conference
4.	Project Level Training Course
5.	Orientation Programme
6.	Basic Training Course

Source: Ahsan et al., 2015.

BARD also designed and organized some training courses from its own initiative. The major areas of self-initiated training courses were: Research Methodology for Social Science Researchers, Development Management, Development Communication, Development Project Planning and Management, Participatory Rural Development, Training of Trainers (ToT), Monitoring Evaluation of Development Project, and Quality Education Method.

Table 6: BARD Initiated Training Courses

Sl. No.	Name of the Training Course	Duration (Working Days)	Responsible Divisions
1.	Development Project Planning and Management (DPPM)	05	Project
2.	Monitoring and Evaluation of Development Project	05	
3.	Gender, Nutrition and Reproductive Health	05	Rural Education and Social Development
4.	মানসম্মত শিক্ষাদান পদ্ধতি ও বিদ্যালয় ব্যবস্থাপনা উন্নয়ন কৌশল	04	
5.	স্বাস্থ্য পুষ্টি জরিপ ও পরিবেশ উন্নয়নে বনায়ন ও ঔষধি বৃক্ষের ব্যবহার	05	
6.	Training of Trainers (ToT)	05	Training
7.	Research Methodology for Social Science Researchers	15	Research
8.	Development Communication	05	Administration
9.	Irrigation Management and Land Use Development Planning	05	Agriculture and Environment
10.	Disaster and Environment Management	05	
11.	Climate Change Issues and Its Adaptation	05	
12.	Entrepreneurship Development	05	Rural Economics and Management
13.	Development Management	05	
14.	Team Building, Leadership Development and Mind-Set Change	05	Rural Sociology and Demography
15.	Participatory Rural Development and Management	05	
16.	Mainstreaming Gender in Development Planning	05	
17.	Governance, Sustainable Development and Poverty Reduction	05	Rural Administration and Local Government

Source: Ahsan et al., 2015.

4.10 Research

The Academy is mandated to conduct researches on expanded socio-economic matters of the country. The major purpose of the researches of BARD is to bring viable and sustainable development of the rural areas. The Academy emphasizes on the involvement of the rural people in the expansion activities and believes that their problems should be viewed from

their point of view. The feedback of the rural poor is emphasized in the research activities of the Academy (Zahid et al., 2012). Since its inception, the academy has been steering socio-economic research. In some certain circumstances, these are being circulated amongst the international organizations and institutes (Islam et. al, 2015). In Bangladesh, BARD works as the linking institution of CIRDAP. The research division of BARD is the linkage counter of CIRDAP. BARD also conducts research with the collaboration of AARDO, USAID and UNDP. Recently BARD has initiated “Research and Higher Study Fellowship” to promote social researches on the recent problems of the country. With this end in view, it is expected that the newly initiated Research Fellowship will create a new generation of researchers in the country (Zahid et al., 2015).

4.11 Action Research

BARD bears investigation projects to develop models of better organizations, managerial arrangements, harmonization and approaches of production. The project events generally include development organizations, local councils, government officials and the villagers. The Academy has directed about over 50 experimental projects on different facets of rural development to this point. The rural development models called “Comilla Model” that has before now been simulated throughout the country through this pilot research. Moreover, the government has been replicating two contemporary models of BARD including Small Farmer and Landless Development Project and Comprehensive Village Development Programme (CVDP) which has been simulated for instance Small Farmers Development Foundation (SFDF) (Ahsan et al., 2012).

4.12 Administration

The Chief Executive of the organization BARD is “Director General” (DG). DG manages overall affairs of the Academy with the support of the Additional Director General and nine Directors. Total number of manpower strength of BARD is 365. Among the nine divisions of BARD, the Administration Division headed by Director (Administration) provides necessary supports and services for effective implementation of training, research and action research activities of BARD. At the same time, the Division is responsible for internal discipline, welfare of employees, maintenance of office records and files, human resource management and management of physical and financial resources (Zahid & Bhattacharjee, 2013).

Table 7: Faculty Strength under Administration Division

Sl no.	Rank	As per Organogram (Approved in 54 th BOG on 2 nd June 1996)	June 2015	June 2013	October 2012	January 2012
1.	Director	01	01	01	01	01
2.	Joint Director	02	02	02	01	01
3.	Deputy Director	01	01	01	-	01
4.	Assistant Director	04	03	03	02	03
5.	Accounts Officer	01	01	01	01	01
6.	Assistant Engineer	01	01	01	01	-
7.	Medical Officer	01	-	-	-	-
Total		11	09	09	06	07

Source: Rahman & Karim, 2015; Zahid & Bhattacharjee, 2013; Ullah et al., 2012 & Ullah et al., 2012.

There are 17 sections under the Administration Division. The activities of these sections are supervised by the section heads and coordinated and controlled by the Director (Administration) (Rahman & Karim, 2015).

This chapter four, provides an overall impression of the rural development expansion in Bangladesh. In Bangladesh, the chronological experience of the rural development encompasses through British Period, Pakistan Period and Bangladesh Period. Finally, the chapter also covers the process of accomplishing rural development in Bangladesh. This chapter also provides us with an overall understanding of the features of the organization, major functions of the academy and its administrative status.

Chapter Five

Analysis of the Performance of BARD in the Era of Globalization

5.1 Introduction

This chapter presents and analyses data which were collected during the time of data collection. Firstly, the chapter primarily deals with the facts and figures shown by the data. Secondly, it interprets the data in detail, with a view to put forth the major findings of the study in line to meet the objectives of the research. In doing so, all the variables (dependent and independent) are explained in terms of their indicators and thus, an attempt is made to study the association between them, if any. In other words, the chapter provides detailed understanding about the performance of BARD in the issue of rural development in the era of globalization.

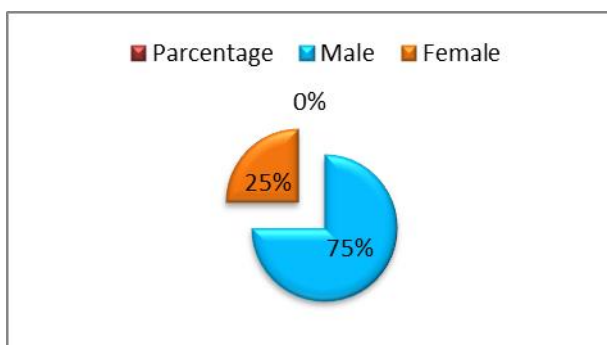
5.2 Analysis of Demographic Profile

The demographic profile of the respondents such as their age, rank and duration of the service helps to understand about service length/ experiences of respondents, serving in the organization. The educational qualification and training/workshop/seminar experiences of the respondents both in the national and international level need to analyze the output or performance in the organization in the issue of accomplishing major functions of the organization including research, action research and training.

5. 2.1 Gender (sex) of the Respondents

As per the government policy, 30% female representation in service of organization is necessary. In terms of sex composition of 20 respondents, it is found that 15 respondents are male and rests of the respondents are female. The percentage of male and female is 75% and 25% respectively. The ratio of the male and female respondents is presented in figure 6 below:

Figure 6: Gender of Respondents



Note: Field survey, 2016.

Therefore, it can be said that BARD has followed the rules of maintaining ‘Quota’ for male and female service holders.

5.2.2 Age of the Respondents

Age is considered as an important data because the early age has much encouragement in institutional development and the senior faculty members of the organization guide the newly recruited faculty members. So, to provide guidance to junior is very important here. Beside this, the terms ‘Rural Development and Globalization’ have broader meaning and aspects and the rural development organizations have the main responsibilities to take these challenges for our country. BARD is one of the leading organizations. Therefore, the employees of this organization must have proper experiences with youthfulness for changing the limitations and go ahead with full of charms. When the age turns as a burden, an employee cannot give his/her 100% time at work. Table-08 describes about the age of the respondents. Maximum 45% of the respondents are in the middle stage of their service length and their age is found between 45 to 54 years. That means, still they have enough time to develop and restructure the BARD according to the new era.

Table 08: Percentage of Respondents According to Age

Age Group	No. of Respondent	Percentage (%)
25-34 years	2	10
35-44 years	7	35
45-54 years	9	45
55-64 years	2	10
Total	20	100

Note: Field Survey, 2016.

Another 35% of the respondents can be considered in early stage and they have also lots of responsibilities for this organization. Both these age groups can be treated as core respondents and they can effectively contribute at the policy making level. Their voice should be well accepted. Ten percent from 25-35 years of age had very limited contributions and 10% from 55-64 years of age groups are going to retire from service very soon. Though they already made a lot of changes, but they have very limited chances for further development of BARD.

5.2.3 Rank (Current Position) and Duration of Job

Details about the current position and the duration of the job the respondents have been given below in table-09:

Table 09: Current Position and Duration of the Job

Sl. No.	Current Position	Duration of Job (Years)				
		0-9	10-19	20-29	30-39	
01)	Director	-	-	1	2	
02)	Joint Director	1		6	-	
03)	Deputy Director		5	1		
04)	Assistant Director	3	1			
Total		20	4	6	8	2
Percentage		100	20	30	40	10

Note: Field Survey, 2016.

Duration of job is also an important issue for an employee. More experiences help to make an employee more professional and sharp regarding his duties and responsibilities. Table-09 shows that only 10% of the officials of BARD have experiences of 30-39 years and maximum 40% have 20-29 years of experiences. Therefore, they can give much effort for the development of BARD and maximum are holding Joint Director's positions which can play a vital role in policy making for their institution.

5.2.4 Education Qualification of the Respondents

The experience of the higher education journey can be as important as the qualification itself. It is commonly presumed that higher education is one of several important contributors to the skills of an individual and to institutional development. Therefore, higher qualifications than the requirement is the factor that directly affects in institutional outputs. Details about the educational qualification of the respondents are given in table-10:

Table 10: Educational Qualification

Sl. No.	Educational Qualifications	Frequency	Percentage
01	Bachelor Degree	1	5
02	Master Degree	14	70
03	M. Phil. Degree	-	
04	Ph. D. Degree	5	25
05	Postdoctoral	-	
Total		20	100

Note: Field Survey, 2016.

Maximum number, (70%) of the respondents is highly qualified and they obtained a Master degree in related subjects. Another 25% of the respondents have the degree of Doctor of Philosophy. Only one (5%) of them has bachelor degree who is a veterinary doctor. It can be said that, all of them are well educated and have a vital role in the organizational development.

5.2.5 National /Local Training Experiences of the Respondents

Training helps to improve or acquire skills for a required position to perform the job-responsibilities effectively. Above all, it also helps in improving the organization's capability. Though BARD is also a kind of training institute, the 'Training of Trainers (ToT)' is very essential activity in this aspect. Maximum time, respondents are to involve in some researches and training activities. Therefore, Training of Trainers (ToT) is a mandatory function for all the related officials of this organization. It is a process of acquiring knowledge, skills, and attitude that is needed to fill the gap between what people want to do. In order to work with rural community, learning by doing approach is the best method. In general, we can divide this training in two categories i.e.

- a) National level training/workshop/seminar and
- b) International level training/workshop/seminar

Table 11: National Level Training Received

Sl. No.	Training/Workshop/Seminar	Duration	Location/ Organization	No. of Respondents	Percent age(%)
1.	Participatory/Advanced Research Methodology on Social Science/ Socio-Economic Research	5-21 days	BARD, Comilla SDC, Dhaka	20	100%
2.	Training of Trainers (ToT)	5-30 days	BARD, Comilla BSTD, Dhaka	15	75%
3.	Advanced ToT	5 days/ 2 weeks	NAPD ,Dhaka BSTD, Dhaka	2	10%
4.	ToT on Education	6 days	BRAC, Dhaka	1	5%
5.	Foundation Training	4 months	BPATC , Dhaka	1	5%
6.	Communication	2 weeks	BCCP, Dhaka	1	5%
7.	Computer Management Training	5 days/ 3 weeks	BPATC , Dhaka BENBEIS, Dhaka	3	15%
8.	Workshop on Strategic Planning	4 days	BARD, Comilla	1	5%

9.	Advanced SPSS Programming	6 weeks	Institute of Social Science, Dhaka	1	5%
10.	MS Access	8 weeks	SYS Net, Dhaka	1	5%
11.	Special Computer Application Course	2 weeks	BARD, Comilla BPATC, Dhaka	5	25%
12.	Training Methodology for Trainers of IRD Functionaries	2 weeks	CIRDAP, Dhaka	1	5%
13.	Participatory Rural Appraisal Method	4-5 days	BARD, Comilla CIRDAP, Dhaka Ford Foundation, Dhaka	4	20%
14.	Short Course on Improving Public Services through Total Quality Management	11 days	BPATC, Dhaka	1	5%
15.	Training course on Communicative English and Information Technology	30 days	BPATC, Dhaka	1	5%
16.	International Seminar on Impact of Agriculture and Rural Development for Poverty Alleviation/ Reduction	3 days/ 5 days	BARD, Comilla	2	10%
17.	Training Workshop on Curriculum Development for implementation of One House One Farm Programme	5 days	BARD, Comilla	2	10%
18.	NPO-CIRDAP-APO Seminar on Planning Methods for Integrated Local Community Development	11 days	APO, Dhaka	1	5%
19.	Training Course on Journal Editing and Management	4 days	EPAB, Dhaka	1	5%
20.	Training Course on Office Management/ Office Communication	5-13 days	BPATC, Dhaka	2	10%
21.	International Training Course on Advanced in Family Health and Social Communication	13 days	CCP & Johns Hopkins University, Dhaka	2	10%
22.	International Course on News Media Relations	6 days	CCP & Johns Hopkins University, Dhaka	1	5%
23.	International Training Course on Communication and Transfer of Technology	21 days	GTI BAU, Mymensing	1	5%
24.	Training Course on Public Relations	11 days	PIB, Dhaka	1	5%

25.	Training Course on Rural Development Management, Project Preparation, Monitoring and Evaluation	5-13 days 30 days	BARD, Comilla NAPD, Dhaka	4	20%
26.	Training Course on Rural Administration	20 days	BARD, Comilla	1	5%
27.	International Training on Governance on Micro-Credit Delivery System for Rural Development	10/ 2 weeks	AARDO-BARD, Comilla	2	
28.	Leadership and Strategic Planning	5 days	NAPD, Dhaka	1	5%
29.	International ToT Program on Agricultural and Rural Development	5 days	BBTA, Dhaka	1	5%
30.	Introduction to Poverty Analysis	10 days	BIDS, Dhaka	1	5%
31.	Gender and Participation	7 days	Proshika Training Institute, Manikgonj	1	5%
32.	Workshop on Environmentally Sound and Sustainable Planning	5 days	BPATC, Dhaka	1	5%
33.	Ecological Farming and Promotion of Appropriate Technology for Rural Development	5 days	BARD, Comilla	1	5%
34.	Senior Forest Service Course	3 weeks	School of Military Engineering, Natore	1	5%
35.	French Language	1 month	Alliance Franchise de, Chittagong	1	5%
36.	ToT Course on Disaster Management	4 days	BCS Administration Academy	1	5%
37.	Workshop on Awareness Building on the Recent Advances of Agricultural Biotechnology and Biosafety	1 day	BARC, Dhaka	1	5%
38.	TQM Courses	1 week	BPATC, Dhaka BARD, Comilla	2	10%
39.	Micro-credit & Good Governance and Sustainable Development	12 Days/ 15 days	AARDO-BARD, Comilla	2	10%
40.	ToT on Animators	1 week	Hunger Project Bangladesh, Comilla	1	5%
41.	ToT Course on Food & Nutrition Programme Planning and Management	2 weeks	RTPFPN & Bangladesh-HRDB, Dhaka	1	5%

42.	Development Project Planning and Management	5 days/ 7 days	BARD, Comilla APD, Dhaka	4	20%
43.	Maternal Mortality Protection	3 days	Communica, Dhaka	1	5%
44.	Research Methodology and Women's Issues	8 days	Women for Women, Dhaka	1	5%
45.	Gender and its Application in Agriculture	5 days	BARD, Comilla	1	5%
46.	Convention of Child Rights	3 days	BARD- Communica, Dhaka	1	5%
47.	Gender and Development	10 days	BARD, Comilla	1	5%
48.	Project Management, Monitoring and Evaluation	5-6 days	BARD, Comilla NAPD, Dhaka	5	25%
49.	Communication Development	5 days	BARD, Comilla	2	10%
50.	Mainstreaming Gender	5 days	BARD, Comilla	3	15%
51.	Conflict Management	5 days	BPATC, Comilla	1	5%
52.	E-Governance & E-Commerce	14 days	NAPD, Dhaka	1	5%
53.	ToT on LGSP	5 days	NILG,Dhaka	1	5%
54.	Training Course on Bangladesh Women in International Affairs	7 days	Bangladesh Freedom Foundation, Dhaka	1	5%
55.	ToT on Upazila Management	2 days	NILG, Dhaka	1	5%
56.	Inception Training	2 weeks	BARD, Comilla	1	5%
57.	Climate Change	3 days	NAPD, Dhaka	1	5%
58.	Government, Performance Management System	5 days	Ministry of Rural Development, Bangladesh, Dhaka	1	5%
59.	Development Management	5 days	BARD, Comilla	1	5%
60.	English Language	14 days	BPATC, Comilla	1	5%
61.	Procurement Management	21 days	NAPD, Dhaka	1	5%
62.	Ethics in Development	5 days	BARD, Comilla	1	5%

Source: Field Study, 2016.

N.B.: Multiple answers recorded.

In the table -11 above, different types of in-country training received by the respondents have been shown in details. It is found that, almost all the 20 (100%) respondents (Faculty Members of BARD) received training in research methodology and second highest number 15 (75%) of respondents received training on the subject of training of trainers (ToT). Other major important subject of training of the faculty members as found in the table-11, where computer management/application training, participatory rural appraisal (PRA), rural development management and project preparation, planning, monitoring and evaluation.

These subjects are also found essential for performing the job of faculty members of BARD. It was found that, every respondent received more than one type of training. Senior faculty members received more number of training than the junior faculty members, both at home and abroad.

Table 12: International Level Training Received

Sl. No.	Training/Workshop/Seminar	Duration	Location/ Organization	No. of Respondents	Percent age(%)
1.	Election Law	10 days	United Nations, Thailand	1	5%
2.	Exposure Trip on Rural Development	1 week	Malaysia	1	5%
3.	Climate Change and Agriculture: Adaptation and Mitigation	1 week	Ministry of Agriculture, Colombo, Sri-Lanka	1	5%
4.	Equipment and Technology for Processing and Value Addition to Agriculture Procedure at Small Scale/ Rural Level	2 weeks	Central Institute of Agricultural Engineering, Bhopal, India	1	5%
5.	Planning and management of Rural Housing Programmes	1 week	NIRD, Hyderabad, India	2	10%
6.	Monitoring and Evaluation of Rural Development Projects	1 week	NIRD, Hyderabad, India	1	5%
7.	International Training Methodology	8 weeks	INTAN, Kualalampur, Malaysia	1	5%
8.	Self Sufficiency Economy	15 days	Thailand	1	5%
9.	Regional Development Planning	3 months	UNCRD, Japan	1	5%
10.	Participatory Rural Appraisal	1 week	JICA, Japan	1	5%
11.	Rural Development	3 months	JICA, Japan	1	5%
12.	Regional Training Course on Participatory Techniques for Planning	5 days	AHKNCHRD & MA, Islamabad, Pakistan	1	5%
13.	Training Course on Management of Natural Resources for Sustainable Rural Livelihoods	30 days	NIRD, India	1	5%
14.	Training Course on Participatory Project Cycle	10 days	Fiji National Training Council, Fiji	1	5%

	Management for Community Development				
15.	Training Course on Development Communication	8 weeks	Swansea, U. K.	1	5%
16.	Participatory Development/ Rural Development	2 months/ 6 weeks	CDS, England NIRD, India	2	10%
17.	Rural Reconstruction for Human Development	3 months	NIRD, India	1	5%
18.	Integrated Rural Development	10 weeks	Egyptian International Center for Agriculture, Egypt	1	5%
19.	Information Training on Natural Resource Management for Sustainable Rural Livelihoods	3 weeks	NIRD, India	1	5%
20.	International Seminar on Making Green Pay: Designing Incentives to Support Environmental Sustainability	5 days	Australia	1	5%
21.	First Biennial Conference Evaluation for Development: Beyond Aid	3 days	World Bank, New Delhi, India	1	5%
22.	International Program for Development Evaluation Training	3 weeks	Carleton University, Ottawa, Canada	1	5%
23.	International Training Course on Renewable Energy in Local, National and Global Context with Socio-economic Perspectives	10 days	New Delhi, India	1	5%
24.	International Training Course on Participatory Methodology for Poverty Reduction	4 weeks	Govt. of German Federal Republic of Germany	1	5%
25.	Climate Change Governance: Adaptation and Mitigation as Institutional Change Process	2 weeks	CDI, Netherland	1	5%
26.	Strategies for Sustainable Agriculture and Rural Development	4 weeks	NIRD, Hyderabad, India	1	5%
27.	Agriculture in Transition: Innovative Approaches to Sustainable Farming	2 weeks	CDI, Netherland	1	5%

28.	Vegetable Production	10 weeks	Egyptian International Centre for Agriculture, Egypt	1	5%
29.	Child Sponsorship	21 days	Action Aid, India	1	5%
30.	Communication and Skill Development	21 days	Action Aid, Beijing, China	1	5%
31.	Youth Leadership	1 week	Scout, Maldives	1	5%
32.	Women Enterprise Development	2.5 months	NIMSME, India	1	5%
33.	Food Processing	2.5 months	NIMSME, India	1	5%
34.	Rural Development Strategy	12 days	KOICA, Korea	1	5%
35.	Localizing the Anti-Poverty Agenda	19 days	INFRA, Malaysia	1	5%
36.	Rural Technology for Inclusive Rural Growth	10 days	NIRD, India	1	5%
37.	Economic Policy	3 months	EICA, Egypt	1	5%
38.	Post Graduate Diploma in Rural Development Management	1 year	NIRD, India	1	5%
39.	ICT, Human Resource Management and Rural Development	3 weeks/ 28 days	NIRD, India TEC, India	1	5%
40.	HIV-Aids	7 days	AARDO, Jumbia	1	5%
41.	Strategic Measures for Capacity Building in Rural Development	2 weeks	Rural Community, Korea	1	5%
42.	Poultry Production and Health	2 weeks	EICA, Egypt	1	5%
43.	Entrepreneurship Development	2.5 months	National Institute of Entrepreneurship Development, India	1	5%
44.	Social Protection and Youth Development	7 days	Philippines	1	5%

Source: Field Study, 2016.

N. B.: Multiple answers recorded.

Details about the training received by the respondents (faculty members of BARD) in abroad have been shown in table-12. The important and major subjects of training received by the respondents at abroad were like planning and management of rural development, monitoring and evaluation of rural development project, participatory rural development, participatory methodology for poverty alleviation, ICT, Human Resource Development, etc. Here, it was found that senior faculty members received more training at abroad than that of the junior members.

5.3 Management Practices of BARD

5.3.1 Aptitudes to Reach to its Goals

After a careful review of functions and main responsibilities of this organization, researchers can find its ultimate goals, i.e.

- a) Rural development practice is influenced by innovation in knowledge, analysis and approach. BARD will generate innovation and practice.
- b) The institutional and human capacity of rural communities reflects the aspirations of rural poor and disadvantaged people; BARD's core approach is to work through building institutions in rural areas to ensure sustainable development.
- c) Rural development policy is dynamic, robust and responsive to contemporary needs and rural development policy is not static. BARD will conduct policy research that assists policy makers in focusing on the welfare of the rural people.
- d) The quality of rural life is substantially improved; BARD will focus on people-centered, need-based capacity building, research and demonstration that utilize locally available resources and,
- e) BARD is a flexible organization that is able to draw on its pioneering experience and expertise as the preferred catalyst for change in rural Bangladesh.

It means BARD seeks to be a 'Think Tank' for rural development in Bangladesh and an ideal organization that can work as a mother organization. Therefore, the researcher has collected data from the related respondents to get their valuable comments regarding the aptitudes of this organization to reach its goals. The comments of the respondents are shown in the table-13 below:

Table 13: Aptitudes to Reach to its Goals

	Comments	No of Respondent	Percentage %
Yes	Very Good	5	25
	Good	13	65
	Average	2	10

	Little	-	-
	Not Satisfactory	-	-
	No	-	-
	Total	20	100

Note: Field survey, 2016.

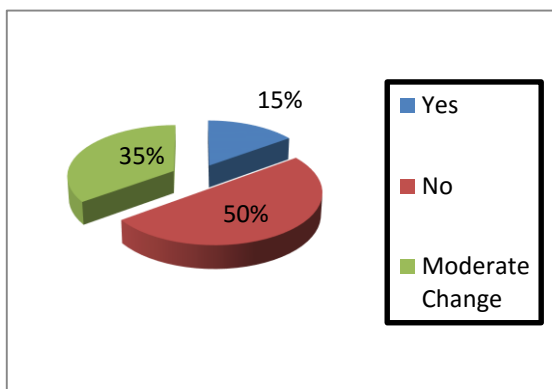
It was found that, 25% of the respondents thought that definitely BARD can reach to its ultimate goals and already it has done a lot. Maximum number (65%) of the respondents mentioned for good effectiveness. They thought that, this organization has been doing well, but it can do more good in the future. Only 10% of them mentioned about average capacities. The good sign was that, not a single respondent gave any negative answer. All of them are very much optimistic about this organization.

5.3.2 Appropriate Organizational Mandates

There are some specific mandates of this academy. As a nation building organization, its main activities are to conduct rural development related research and training. Therefore, we can mention it as an ‘Academic Organization’.

The researcher has tried her best to find out whether those mandates are sufficient enough at this moment or whether this academy can do much more for the rural community within its jurisdictions at this time of globalization.

Figure 7: Appropriate Organizational Mandates



Note: Field survey, 2016.

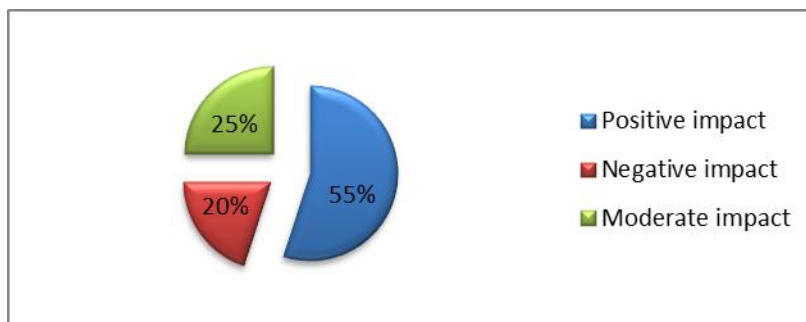
According to the opinion of the respondents, 50% of them thought that the mandate of this academy is not appropriate in the present context and at the time of modern globalization. Beside this, 35% of them thought about moderate changes to cope with changing situations

and only 15% thought that the mandate is good enough in the current situation. Furthermore, they mentioned that a proposal to change its mandate has already been sent to Cabinet Division of the Government and they approved this change. Now it is in honorable Prime Minister's office for final approval.

5.3.3 Impact of Control Mechanisms on Employee's Performance

'Control mechanisms' on the performances of the employees can be synonymous with another word 'interference' and it has many dimensions, i.e. interference from policy makers, from the top level administration, from the seniors, from the line employees and even from the lower level staffs. BARD is a kind of Statutory Organization, which has been running under the specific Ordinance of 1986 with some rules and regulations. Furthermore, this academy has been running through a Board of Governors (BoG). Therefore, assumption of the researcher was about some control mechanisms or interferences which can easily take place in this organization. The opinion of the respondents is given below;

Figure 8: Impact on Employee Performance



Note: Field survey, 2016.

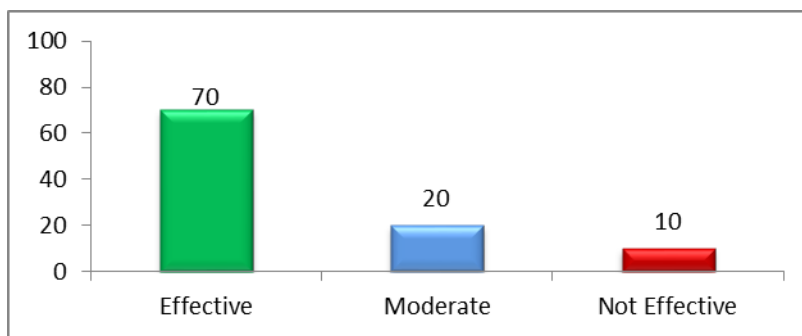
The very basic impact analysis may be categorized by three terms, i.e. Positive impact, Negative impact and Moderate impact. Figure-8 shows that the maximum numbers (55%) of the respondents mentioned about the existing control mechanisms as perfect and have a positive impact on all the officials. Some of them had a critical analysis and they were (20%) of the total number of respondents. But it has become a top-down commanding organization and this create many obstructions in its academic functions'. The rest of the respondents (25%) mentioned about moderate impact. That means sometimes such kind of controlling activities can help other officials to become a perfect one for the organization and for their

own position. Sometimes, it creates a barrier to express the creativity, new ideas and to new activities in a common line with modern globalization.

5.3.4 Effectiveness of Annual Planning Conference (APC) of BARD

The researcher tried to get the information about the effectiveness of the APC of BARD or long term planning of BARD. Seventy percent of the total numbers of respondent have agreed that the APC is effective in the performance of employees. It can increase efficiency and it is a kind of participatory practices of good governance and effective measurement of performance of the employees.

Figure 9: Effectiveness of APC of BARD



Note: Field survey, 2016.

70% respondents expressed positive about the effectiveness of APC. Only 20% of the respondents mentioned that APC has a moderate effectiveness as a mechanism of the decision making of the future plan and evaluation of the past performance. The rest of them 10% said that this is going to be a tough to attain its goal and thus it is not effective at present context.

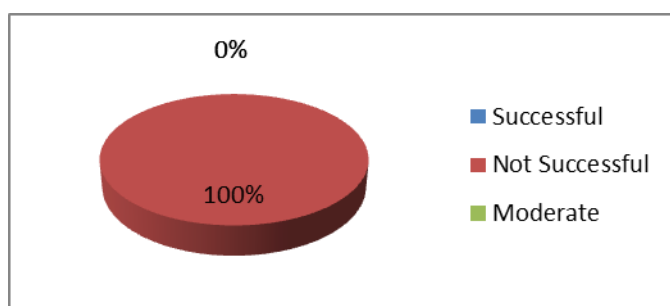
5.3.5 About BoG Meeting of BARD

According to the Bangladesh Academy for Rural Development Ordinance, 1986, the meeting of the Board of Governors must be conducted at least three times in a year. However, only one respondent answered the correct one and none of the other respondents mention about the correct schedule. Someone said about holding a single meeting in a year, someone said about holding 2, 4, 6 meetings and so on. In practice, there was not a single meeting arranged in last five years.

5.3.6 Role of BoG in Policy Making Procedure and the Rate of Success

As the BoG meetings were not held in last five years, so respondents have mentioned that the existing role of the BoG in policy making procedure is not appropriate in the present context and should make changes about making policies.

Figure 10: Role of BoG in Policy Making of BARD



Note: Field survey, 2016.

None of the respondents mentioned about the success in the role of the BoG of BARD.

5.4 Financial Management

5.4.1 The Budgeting and the Financial Strength of BARD

A budget is an itemized summary of tentative income and expenses for a given period. BARD has a separate accounts section under the administration division and delegated officials who are responsible for budgeting, accounting and other related work. Therefore, the financial activities can be helpful to easily identify the wasteful expenditures, adapt quickly as institutional financial situation changes, and achieve the financial goals. The budget allocation and financial activities of BARD for the FY 2014-2015 has been given below:

Table 14: Budget Allocation and Financial Activities

Sl. No.	Activities	Target (2014 - 15) (in Tk.)	Achievement (2014-15) (in Tk.)	Target (2015 - 16) (in Tk.)
1	Salary (Officer & staff)	3,90,00,000.00	3,81,46,555.00	4,21,00,000.00
2	Allowances	3,18,20,000.00	2,98,99,246.00	3,48,00,000.00
3	Supply & Service	2,14,84,000.00	2,12,84,936.00	1,80,00,000.00

4	Repair & Maintenance	76,00,000.00	76,08,053.00	80,00,000.00
5	Pension & Gratuity	2,35,20,000.00	2,35,20,000.00	2,45,00,000.00
6	Capital Expenditure	49,00,000.00	38,27,257.00	60,00,000.00
	Total	12,83,24,000.00	12,42,86,047.00	13,34,00,000.00
	Local Income	(-) 1,05,00,000.00	(-) 1,05,00,000.00	(-) 1,14,00,000.00
	Grand Total	11,78,24,000.00	11,37,86,047.00	12,20,00,000.00

Source: Islam et. al, 2015.

In the Table-14, the total budget allocation seems to be enough to meet all the annual expenditures. Furthermore, the total budget allocation was BDT=11,78,24,000 and the expenditure were BDT=11,37,86,047. So it may require more budget allocation for better performances.

5.4.2 Challenges in Financial Management

The fast changes and challenges took place in the economic environment of BARD in the last five years. This broadened the role of accounts officer. His basic responsibilities were linked mainly to financial reporting, capital budgeting and capital structure. In addition, an important role is given to the account officer in communicating professionally not only to the internal officials but also to the board and other organizations. Therefore, still this organization has some challenges. As the challenges as mentioned by the respondents are given below in table-15.

Table 15: Challenges Regarding Finance

Sl. No.	Challenges as Mentioned by the Respondents	No. of Respondents	Percentage %
1.	Implementation of a rural development project by different organization/departments	1	5%
2.	Shortage of allocation in action research, project and manpower	15	75%
3.	Non-availability of desired project	1	5%
4.	Short budget for own human resource	1	5%

	development		
5.	There is a shortage of good image of BARD at present outside	1	5%
6.	New Sectors/ heads are created at BARD for which there is pressure from the government to raise the local fund	2	10%
7.	Yearly honorarium is insufficient	1	5%
8.	Shortage of budget allocation in infrastructural development	1	5%
9.	Allocation is not given as per requirement. BARD is to perform its functions with minimum allocation. Govt. is reducing the allocation for BARD.	2	10%
10.	Local earnings of BARD are poor	1	5%
11.	Priority wise budget cannot be prepared due to the problem of internal budget	1	5%
12.	It cannot be spent of one fund from another fund	1	5%
13.	Budget cannot be prepared due to improper allocation of resources and poor allocation of budget	2	10%

Note: Field survey, 2016.

N. B.: Multiple answers recorded.

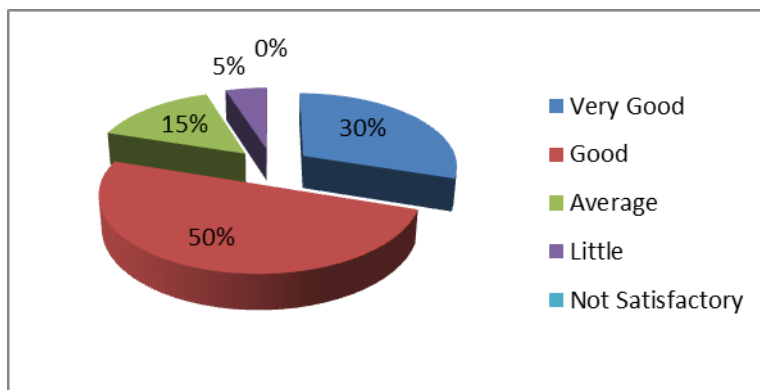
It is found in the Table-15 that the most of the respondents (75%) mentioned about the shortage of allocation of funds by the government in research, action research project and manpower as the challenge/threats that took place in the development of BARD. Some of the respondents mentioned that there was a pressure from the government to raise the local own fund of BARD. They opined that, BARD was not getting the desired allocation in the annual budget allocation of BARD. It cannot prepare the budget due to improper allocation of financial resource. The government gives a poor allocation in the budget. There is a shortage of good image of BARD outside as it cannot perform its functions properly due to shortage of allocation of fund in the budget of the government.

5.5 Functions and Activities of BARD

5.5.1 Functions of BARD are Performed According to its Mandate

According to the BARD Ordinance 1986, the principal functions of the Academy are to conduct research in rural development and allied fields, conduct training for Government officials and others concerned with rural development, test and experiment concepts and theories of rural development, provide advisory and consultative service to the government and other agencies, guide and supervise the national and foreign students in their dissertation work, conduct national and international seminars, conferences and workshops and help the policy planners in the field of rural development. Besides these functions, it has lots of activities which are as mentioned below:

Figure 11: Functions of BARD Performed according to the Mandate



Note: Field survey, 2016.

According to the opinion of, 50% of the respondents, the present functions of BARD are good and it can carry out its all mandates. Another 30% of them said that the functions of BARD are very satisfactory and that means all the function of this academy are satisfactory and perfect at present context. Only 15% of the respondents mentioned as average condition and none of them responded about ‘not satisfactory’.

5.5.2 Activities of the Academy

The Academy has three types of activities¹viz. Training, Research and Action Research. These are as follows:

¹ Secondary Data Source; BARD’s web site, 2016

5.5.3 Training

The Academy is designated as a national training institute. Its clientele of training course include both officials and non-officials. Officials comprise civil servants, officers of nation building departments and international participants of development sector organizations while the non-officials are local government representatives, members of co-operatives, students of educational institutions and members of voluntary organizations.

BARD continues to attract trainees from different government agencies, local level organizations and non-government organizations (NGOs) as well as trainees, observers and visitors from abroad. During the period from the year 1959 to December 2014, a total number of 2,44,803 trainees and visitors attended at various programmes conducted by the Academy.

BARD has accumulated vast experience in the field of training. Every year BARD organizes 120 training courses on an average. It has also developed 30 training modules under the broad category of rural development. Various courses are offered on request with a reasonable budget. Requests for organizing training courses are made to the Director General or Director (Training), BARD.

Maximum number of respondents mentioned that the target of training can be fulfilled through the present context. The infrastructure of BARD is good for organizing training courses. Some of the training courses are organized according to the findings of various researches. Only 20% of the respondents mentioned that the quality of training was not so good according to the quantity. They have suggested to make focus on the quality of training, instead of the quantity.

Table 16: Achievement of Courses, Participants and Man days against Target in the Year 2012-13

Sl. No.	Nature of Course	Target			Achievement		
		Course (No.)	Participants (No.)	Monday s	Cours e (No.)	Partici pants (No.)	Mon days
A.	International Training/ Workshop/ Seminar/ Conference/ Orientation Programme	11	95	990	04	55	231

B.	National Training Course/ Professional Training Course	99	3668	36152	81	3850	3794
Total		110	3763	37142	85	3905	4025

Source: Ahsan et al., 2013

Table 17: Achievement of Courses, Participants and Man days against Target in the Year 2013-14

Sl. No.	Nature of Course	Target			Achievement		
		Course (No.)	Participants (No.)	Mandays	Course (No.)	Participants (No.)	Mandays
A.	International Training/ Workshop/ Seminar/ Conference/ Orientation Programme	04	31	267	05	41	335
B.	National Training Course/ Professional Training Course	71	3388	34120	79	4100	33120
Total		75	3419	34387	84	4141	33455

Source: Ahsan et al., 2015.

Table 18: Achievement of Courses, Participants and Man days against Target in the Year 2014-15

Sl. No.	Nature of Course	Target			Achievement		
		Course (No.)	Participants (No.)	Mandays	Course (No.)	Participants (No.)	Mandays
A.	International Training/ Workshop/ Seminar/ Conference/ Orientation Programme	03	45	340	02	31	396
B.	National Training Course/ Professional Training Course	81	3905	39375	86	3620	39174
Total		84	3950	39715	87	3651	39570

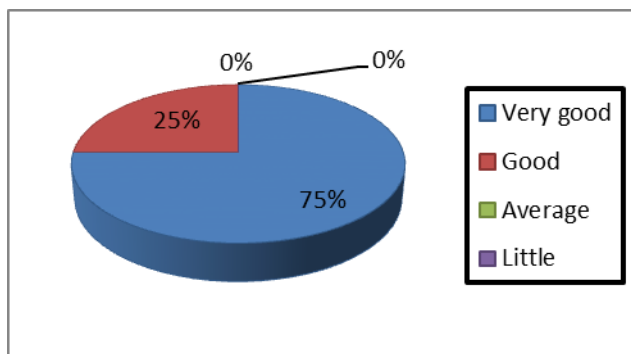
Source: Ahsan et al., 2015.

Table number 16-18 above shows the performance of the training activities of BARD in the three years during the period from 2012-13 to 2014-15 financial year. The Academy organized a total number of 85 courses against a target of 110 courses and the actual numbers of participants of these courses were 3905 against the target of 3763 during the period of 2012-13. The percentage of the achievement in performance of training was about 83% of the target (Ahsan et al., 2013). During the period of 2013-2014, the Academy organized a total number of 84 courses against a target of 75 courses and the actual number of participants of these courses were 4141 against the target of 3419 (table 17). In this year, the achievement in the performance of the training activities of the Academy was 94.78% of the target and which was higher than that of the previous year (Ahsan et al., 2015).

Table-18, shows the progress of the training activities of BARD during the period of 2014-15. It is found that the performance of the training activities of the Academy was more higher (99.63%) than that of the previous year (2013-14). In the year 2014-15, total numbers of 87 courses were conducted where 3651 participants participated. It is found that the percentage of achievement of courses and achievement of attendance of participants in 2013-2014 and in 2014-15 were more than hundred percent. It was 106 percent and 114 percent respectively in 2013-14 and 104.70% and 92.43% respectively during 2014-15.

5.5.4 Opinion Regarding Training Functions of BARD

Figure 12: Performance of Training Functions of the Academy



Note: Field survey, 2016.

Figure 12 depicts that, 15 (75%) respondents expressed the training performance of BARD as very good. The logic behind this were that the findings of research and action research were utilized in training, yearly number of training was very good; diversified training provided; international training provided here; 100% or more than 100% yearly target was fulfilled;

provided support to government and non-government organizations; handsome allowances were provided to the trainers; quality was ensured; need based training is provided. Twenty-five percent of the respondents opined that, in training functions of BARD, the performance was good. There were 0% response on average, little and not satisfactory option. So it can be said that, the performance of the training function of BARD was very good.

5.5.5 Research

The Academy has been conducting socioeconomic research since its inception. Research findings are used as both training materials by the Academy itself and information materials by the different Ministries, Planning Commission and policy makers for drawing up development programmes. In some particular cases, these are also circulated among the international agencies and institutions.

During the last 54 years Michigan State University, Harvard University, Gottingen University, Bath University, Upsala University, Kyoto University, Population Council, APDC, FAO, UNDP, UNESCO, IDRC, JICA and CIRDAP have become the major international research collaborators of BARD. The Academy is also very closely linked to the Center for Integrated Rural Development for Asia and the Pacific (CIRDAP), Dhaka and acts as its National IRD Centre in Bangladesh. It is also working as the National Liaison Center for SAARC in the field of rural development.

Table 19: Summary of Progress of Research Activities during the Year 2012-13

Sl. No.	a. Carried Over Research Studies of Previous Year	
1.	Under Process of Publication	02
2.	Final Report Completed	02
3.	Draft Report Writing State	03
4.	Improvement Stage as per RD Comments	02
5.	Report Sent to CIRDAP	01
6.	Report Sent to Sponsoring Agency	01
7	Others	01
Total		12

b. Research Studies During the Year 2012-13		
1.	Final Report Submitted	03
2.	Final Report Writing Stage	--
3.	Draft Report Writing Stage	01
4.	Data Collection Completed	01
5.	Data Collection Stage	07
Total		12
Grand Total		24

Source: Zahid et al., 2013.

The faculty members of BARD have a wide range of experience in the field of research, training and action research. In addition to self-sponsored studies, every year BARD conduct a commendable number of researches sponsored by GOs, NGOs and international agencies. The Academy welcomes requests to conduct studies from any agency - national or international. Requests for conducting studies are made to the Director General, BARD or Director (Research), BARD. Research Publications are available in the Publication Section of BARD.

Almost every respondent had an appreciable manner about the research work. They mentioned that, even some donor funded researches are conducted now through this academy and this is the good sign for academic reputation. Only 25% of the respondents mentioned that there was a common problem in sample size and sometimes expected outcome can be fulfilled for the pressure of desk work.

The research activities of the Academy included a total number of 24 research studies also during the year 2013-14 and 2014-15. The summary of those research studies is shown in Table-20.

Table 20: Summary of the Progress of Research Studies during the Year 2013-14 and 2014-15

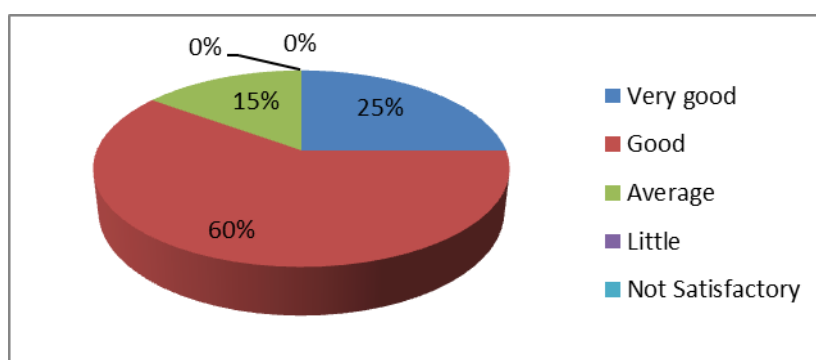
Sl. No.	Current Status	Number of Researches
1.	Proposal Writing Stage	02
2.	Questionnaire Finalized	02

3.	Data Collection	01
4.	Tabulation Stage	01
5.	Draft Report Writing Stage	04
6.	Submitted to Research Division	01
7.	Draft Report Sent to External Reviewers	01
8.	Sent to Researcher for Improvement	02
9.	Report Improvement Stage	02
10.	Report Submitted to Sponsoring Agencies	03
11.	Process of Printing	02
12.	Report Published	03
Total		24

Source: Zahid et al., 2015.

5.5.6 Opinion Regarding Research Functions of BARD

Figure 13: Performance Regarding Research Functions of BARD



Note: Field survey, 2016.

Figure 13 depicts that, 5 (25%) of the respondents opined about the performance of research functions of BARD as very good. The logic behind their opinion were that according to the mandate, the yearly number of researches were fulfilled; diversified researches were done here; researches were published in journal articles and book format; though there were high workload, researches were going ahead and achievements were good. Twelve respondents (60%) expressed that, the performance of research functions of BARD, was good. The reasons behind this were that every year 7-10 researches were completed; due to workload the pace of research became lower; sample size was small, without big sample size real situation could not find out; every year a good number of researches were published; recently donor funded researches have increased; work was done multidimensional aspect; quality

was not ensured enough; government policy influencing research was needed to do. Three respondents (15%) opined that, the research performance of BARD was on average. The reasons behind this as mentioned were that the researches were not enough peaceful; there was time constraint to complete the research. There was 0% response about performance of the research function as little and not satisfactory. So it can be said that, the performance of the research function of BARD was good.

5.5.7 Action Research

BARD conducts experimental projects to evolve models of improved institutions, administrative structures, coordination and methods of production. The project activities usually involve the villagers, development institutions, local councils and government officials. So far the Academy has conducted about 50 experimental projects on various aspects of rural development. To accomplish an action research, financial support is the most necessary thing. The fund is related to manpower, equipment, fuel, vehicle and office stationery expenses to conduct an action research.

Table 21: On Going Action Research Projects of BARD (2012-13)

Sl. No.	Category of Projects	Number
1.	Annual Development Programme (ADP)	1
2.	Project Under Non-ADP Budget (PPNB)	2
3.	External Supported Project (ESP)	4
4.	BARD Revenue Project (BRP)	2
Total		9

Source: Ullah et. al., 2013.

Table-21 shows that there were a total number of nine ongoing action researches of BARD during the period of 2012-13. Out of nine projects, major number (4) of projects were external supported and two (2) projects were under Non-ADP budget.

The Academy implemented a total number of 05 projects during 2013-14 and 2014-15 as shown in table-22.

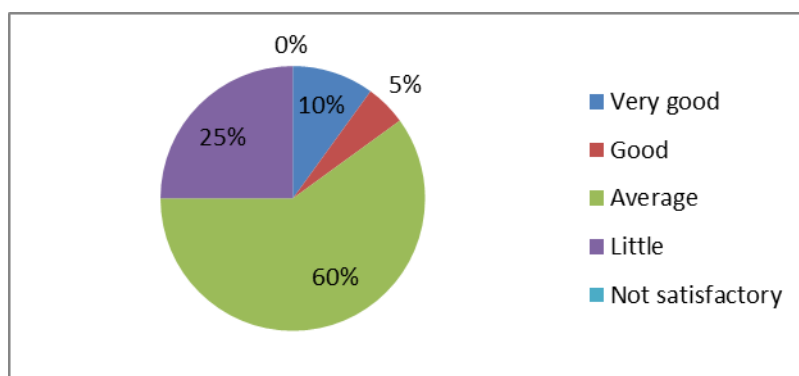
Table 22: On Going Action Research Projects of BARD during the Year 2013-14 & 2014-15

Sl. No.	Category of Projects	Number
1.	Annual Development Programme (ADP)	1
2.	External Supported Project (ESP)	2
3.	BARD Revenue Project (BRP)	2
Total		5

Source: Sharifullah, et. al., 2015.

5.5.8 Opinion Regarding Action Research Functions of BARD

Figure 14: Performance Regarding Action Research



Note: Field survey, 2016.

Figure-14 depicts that, 2 (10%) respondents opined about performance of action research functions of BARD as very good. The causes behind as mentioned by the respondents were that the action researches of BARD was the fundamental function of BARD. Two (10%) respondents expressed that the performance of action research functions of BARD was good. The logic behind this was that BARD was doing action research, but it depended on government procedure and government allocation in action research which followed the lengthy procedure which was found as a problem. Twelve respondents (60%) expressed the performance of action research functions of BARD as average. The reasons behind their opinion were that the government did not provide funding to BARD; no importance was given to the project proposal submitted by BARD. Five respondents (25%) opined that performance of action research functions of BARD was a little. The causes behind this were that during last 7-8 years, BARD had not received government funds in new projects; there was complication during the project approval procedure of government; no comprehensive project was in hand and poor linkage with donor funding agency.

5.5.9 Challenges of BARD According to its Activities

We all can perceive that the world as a whole is passing a turmoil situation in respect of economy, food, environment, fuel, politics and other social aspects which are affecting human lives from macro to micro level. Against this backdrop, rural development becomes more and more challenging. However, we still have a strong belief in Dr. Akhter Hameed Khan's philosophy, particularly his emphasis on the collective strength and wisdom. To adjust with such type of complex social dynamics, participation is the best way to proceed. With this in mind, BARD keeps up its tradition of participatory development and maintains openness on work that helps to develop good relationships with a wide range of clients as well. It has been exploring challenges as well as opening up new avenues for marketing of rural products and how cooperatives could be a major player in this regard. According to the opinion expressed by the respondents some major challenges about research are given below;

For Researches

- a) There are some problems of area / field selection (small sample size or narrow areas).
- b) Timing problem for lots of desk work and other in-house activities.
- c) Very few scopes for comparative studies with other line organizations.
- d) Research outputs are not given prioritized in the policy making level.
- e) There is no expertise in modern technology based research.
- f) Honorarium for the researcher is not sufficient enough to make a better effort.
- g) Insufficient of relevant quantitative analysis expert.

For Action Researches

- a) Lack of expertise for project approval process.
- b) Lack of time management for funding process from the government.
- c) Depends on government's decision and attitude.
- d) Inadequate man power.
- e) Absence of coordination between relevant ministry and academy.

For Training Related Challenges

- a) Lack of Training Need Assessment (TNA) process.
- b) Absence of e-learning process.
- c) Inadequate ICT related equipment and backdated infrastructure.
- d) Inadequate man power.

e) Require some capacity building projects for self-development.

BARD should have researched on these issues and more studies need to further understand the complex dynamics of these issues. Quality research work and effective training courses to ensure the participant's satisfaction can be marked as a core challenge.

5.6 Leadership

The Director General (DG) of BARD acts as a Chief of the Academy. The faculty members of BARD carry out the functions of the Academy. The nine divisions of the Academy are headed by nine directors (Islam et al., 2015).

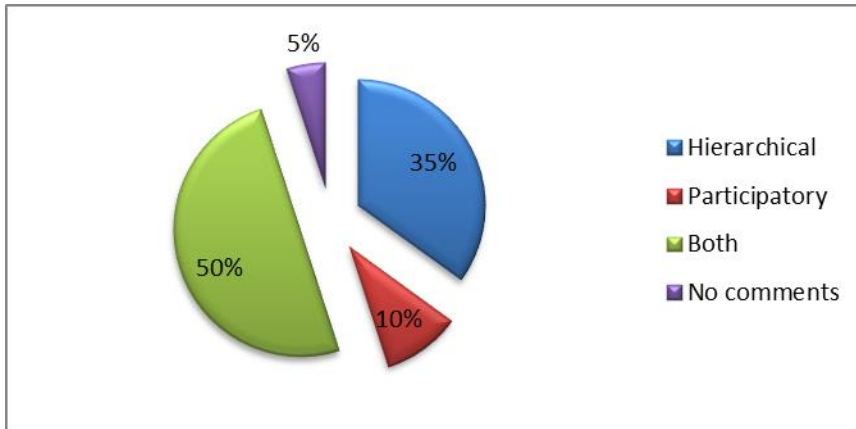
Table 23: Leadership for Increasing Efficiency of BARD

	Comments	No of Respondent	Percentage %
Yes	Very Good	-	-
	Good	-	-
	Average	12	60
	Little	-	
	Not Satisfactory	-	
	No	2	10
	No Response	6	30
	Total	20	100

Note: Field survey, 2016.

In response to the question about the present leadership of BARD, the majority (60%) of the respondents gave average opinion (table-23). According to their opinion, there is no such leadership of BARD at present as like as it was in the past. The thinking of DG as head of the organization reflects very much in administration. The qualification/ expertise of the officials and personnel are not properly evaluated in promotion for which their performance is not found better. Thirty percent of the respondents gave no response to the question about the importance of leadership in increasing efficiency of BARD.

Figure 15: Leadership Style



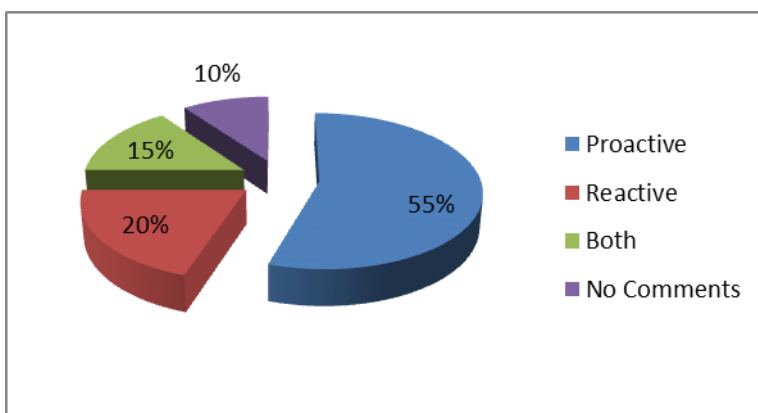
Note: Field survey, 2016.

Regarding opinion about the style of the leadership of the Academy, 50% of the respondents opined that the leadership style of BARD was both hierarchical and participatory. Thirty five percent commented about the hierarchical style of leadership.

5.6.1 Leadership in Emerging Situation

The majority (55%) of the respondents made comment on the present leadership practice as proactive. Twenty percent of the respondents opined that the present leadership practice as reactive in emerging situation. Fifteen percent of the respondents made comment on the present leadership practice as both.

Figure 16: Leadership in Emerging Situation



Note: Field survey, 2016.

5.6.2 Suggestions on the Leadership

The suggestions given by the respondents (faculty members of BARD) suitable for the future development of the organization are given below in table-24. It is found that, major number of respondents suggested for having the vision in leadership, entrepreneurship character and should have a proactive quality of face all concerned. More number of respondents also suggested taking quick decision for more participation in work and in decision making, more accountability and freedom of work. Some of the faculty members opined that, there should not be back biting, all should be impartial. They should have a commitment with a strong chain of command.

Table 24: Suggestions given by the Respondents on the Leadership of BARD

Sl. No.	Nature of Suggestions given by the Respondents	No. of Respondents	Percentage
1.	Director General of BARD will have to take the responsibilities from the Ministry and BoG and give direction to the faculty members more effectively	1	5%
2.	Faculty members and staff- all will have to love the organization and have commitment	1	5%
3.	Decision should be taken quickly	1	5%
4.	More participation, accountability and freedom of work to be ensured	2	10%
5.	All will have to be engaged in work, distribute the work and reduce back biting practice. Work should be decentralized.	2	10%
6.	All should be more initiative, dynamic and increase academic excellency	2	10%
7.	As the Academic institution, BARD should have higher leadership and high academic background	2	10%
8.	New avenues to be searched by the leader creativity of the faculty members be increased and update knowledge	1	5%
9.	All concerned should have vision in leadership, entrepreneurship character and be proactive	3	15%
10.	Chain of command should be strengthened	2	10%
11.	Should be spontaneous and friendly	1	5%
12.	Junior faculty members should be encouraged to do research and be involved with the project	1	5%
13.	Should be concerned about impartial and transparent	1	5%
14.	No response	2	10%

Source: Field survey, 2016.

N. B.: Multiple answers recorded.

5.7 Human Resources of the Academy

5.7.1 Human Resource Recruitment Process

Recruitment and selection of human resources deal with crucial prospects for an organization. According to Rosalind Searle (2009) “recruitment is taken to mean the attraction of capable candidates to a vacancy, while selection concerns the assessment and identification of the suitability of such applicants from this pool.”

As per the Ordinance of BARD (2009) the recruitment and selection process of BARD are:

i) Recruitment Method: (1) Based on this article and schedule, recruitment can take place for any post by following the methods below:

- a. By direct recruitment
- b. By promotion
- c. By deputation

ii) Scrutiny Committee: Academy can form one or more committee for direct recruitment or promotion for any post.

iii) Direct Recruitment: (1) Any person shall be eligible for any post, if he/she is

- (a) Citizen of Bangladesh; or
- (b) Not citizen of Bangladesh, but he/she is married or promise to marry.

(2) No person shall be eligible, if he/she does not have requisite qualification and his/ her age bar does not exceed as mention in the schedule.

But condition is that, according to Government Order, some special class or departmental candidates will get age bar relaxation for the post.

(3) Minimum educational qualification will be honors with a master’s degree for direct recruitment if it is determined. For recruitment for that post four year honor’s degree will be considered as honors with a master’s degree.

(4) For direct recruitment, with the prior permission of the Government 10% fourth class post will be recruited from the fourth class employees children those have requisite qualification and these posts will not be treated as district or other quota.

(5) No direct recruitment, as long as –

- (a) Selected person shall be certified about physical fitness by BARD assigned physician or appropriate medical officer.

(b) These selected persons shall be certified by the appropriate agency for previous activities that he/she is not unfit for the recruitment of the academy.

iv) Provisional Period:

(1) Provisional period will be six months for directly recruited person;

But the condition is that recruiting authority can increase extra six months with reasonable cause.

(2) No person will be permanent for the post, if he/she does not complete his/her provisional period with satisfaction and does not pass departmental examination and does not participate specific training, if available, conducted by BARD.

v) Recruitment by Promotion:

(1) As per article 15, for promotion, for any post, recruiting authority will form selection committee. This selection committee will recommend for promotion based on verification of seniority and qualification.

(2) No person will be eligible for promotion, if his/her service record is not satisfactory.

8. Recruitment by Deputation: As per schedule, recruitment by deputation for the post, eligible officials of Government or any other local authority can be appointed by the appointing authority with mutual understanding among the Academy & Government or sometimes relevant local authority.

Table 25: Opinion Regarding Recruitment of the Academy

Sl. No.	Opinion	No. of Respondents	Percentage
1.	Recruitment accomplished according to its mandate	12	60%
2.	To some extent, it is biased	3	15%
3.	Not properly done	2	10%
4.	Politically influenced recruitment	1	5%
5.	For poor incentive structure talented people not attracted to serve at BARD	1	5%
6.	Recently the Academy has not followed the merit principle	1	5%
7.	Better way of recruitment can be followed	1	5%
8.	Don't provide recruitment on the basis of the demand of the Academy	1	5%

Source: Field survey, 2016.

N. B.: Multiple answers recorded.

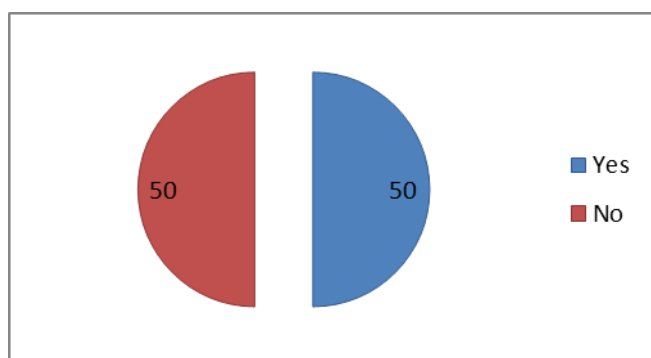
Table-25 reveals that, the majority (60%) of the respondents expressed that the recruitment in the academy was accomplished according to its mandate. Three (15%) respondents expressed that, to some extent, it was biased. Recruitment was not properly done as expressed by 2 (10%) respondents. There was politically influenced recruitment. For poor incentive structure talented people were not attracted to serve at BARD. Recently the academy has not been following the merit principle. Better way of recruitment can be followed, but don't make recruitment on the basis of the demand of the academy as mentioned by single (5%) respondent.

5.7.2 Career Planning Mechanism in the Organization

In career planning, organization's leader will create an opportunity for higher study, create links to the foreign university, sign MoU with foreign university, create the opportunity of exchange visit with other organization, collaborative research with different organization and create opportunity of getting training both nationally and internationally. In figure 17, we can see that, 50% of the respondents expressed that there was no career planning mechanism in the Academy. But, 50% of the respondents expressed that a career planning mechanism existed in the Academy. The reasons behind expressing that are:

- a) Follow the government rules of career planning.
- b) There are opportunities to take higher studies.
- c) Have chances to take foreign and in-country training.
- d) Follow the discipline-wise recruitment.
- e) Appreciate the personal initiative and provide chances.
- f) According to the field of interest, opportunities are provided to the faculty members.
- g) Career planning mechanism existed in the Academy, but was not maintaining the proper way.
- h) A strategic plan was adopted by BARD, which included the issue of career planning mechanism.

Figure 17: Career Planning Mechanism of BARD



Note: Field survey, 2016.

5.7.3 Publication and Research in Career Progression

Publication and research are mandatory for the faculty members of BARD. Diverse opinions were found from the respondents as expressed in table-26 below:

Table 26: Opinion regarding Publication and Research in Career Progression

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Promotion will not held without the required number of publications	17	85%
2.	For higher studies, there needed required number of publications	1	5%
3.	Through research comes innovative ideas, which helps in giving lectures of training	1	5%
4.	Helps in performing better and be a good team member	1	5%
5.	Develop skills	2	10%
6.	Helps in self-development	1	5%
7.	Not very effective in career progression	1	5%
8.	Helpful in promotion, but rules are violated in giving promotion	1	5%

Source: Field survey, 2016.

N. B.: Multiple answers recorded.

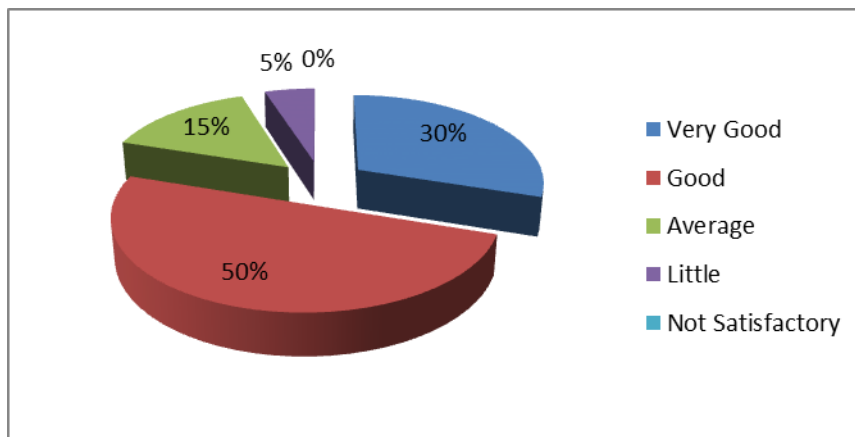
Table-26 reveals that, most of the (17) respondents that mean 85% opined that, promotion will not be held without the required number of publications. The second highest (10%) opinion was expressed that, publication and research help in the development of skills. Two

negative comments were that, it was not very effective in career progression and another comments was that was helpful in promotion, but rules were violated in giving promotion.

5.7.4 Impact of Higher Degree of Faculty in Improving Performance

The progress of a contemporary society depends on to a great extent on the nature and quality of higher education. Therefore the role of higher education is to make capable, educated and visionary people for assuming different higher tasks. Principally, higher education has huge prospect to encourage affluence in the developing states (Monem & Baniamin, 2010). The impact of higher degree of faculty in improving performance given in below in figure-18:

Figure 18: Higher Degree of Faculty in Improving Performance



Note: Field survey, 2016.

Figure-18 depicts that, 10 (50%) respondents expressed higher degree which keeps good impact on improving performance. Six (30%) respondents expressed that higher degree keeps very good impact on improving performance. Average impact was expressed by 3 (15%) and little impact was expressed by 1 (5%) respondent.

As discussed earlier, among the 20 respondents 5 were Ph.D. holder. The faculty members of BARD are also enthusiastic regarding higher degree. Respondents opined regarding impact of higher degree of faculty in improving performance are given in table-26 below:

Table 27: Opinion Regarding Impact of Higher Degree of Faculty in Improving Performance

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Help in increasing professional skill	3	15%
2.	Increase opportunity to apply in professional work	4	20%
3.	Increase academic activities	1	5%
4.	Increase exposure	7	35%
5.	Help in getting the promotion	1	5%
6.	Increase confidence	4	20%
7.	Increase knowledge	3	15%
8.	Less opportunity of application in the field of job	1	5%
9.	No opportunity of application in the field of job	1	5%
10.	Make familiar with multicultural environment	1	5%
11.	If own initiative hinders regarding higher education, then incumbent becomes discouraged	1	5%
12.	For only personal development (increase of money income), no academic development happens	1	5%
15.	No relation between field of work and higher degree	3	15%
16.	Increase Experience	1	5%
17.	Develop research, training and action research	1	5%
18.	Develop networks	1	5%
19.	Overqualified persons are not satisfied regarding their performance, they want to work on diversified field.	1	5%
20.	Not enough development of the faculty	1	5%
21.	Develop outlook	1	5%

Source: Field survey, 2016.

N. B.: Multiple answers recorded.

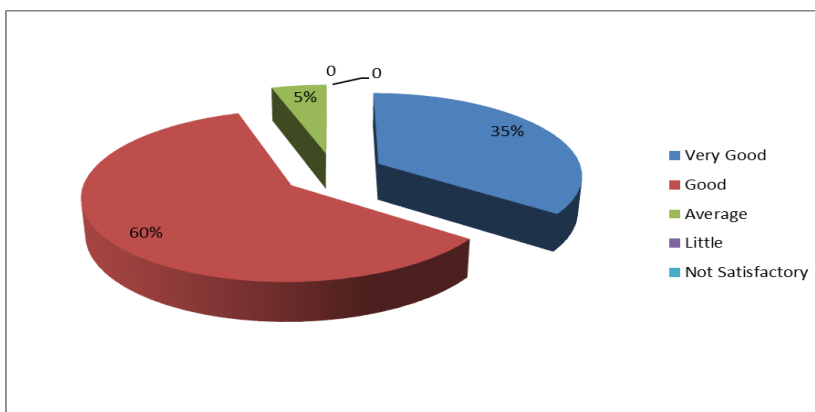
Table-27 reveals that, the highest number of respondents (7) expressed about the increase of exposure. Both increase of opportunities to apply in professional work and increase

confidence got 4 (20%) responses. Help in increasing professional skill, increase knowledge and no relation between field of work and higher degree got 3 (15%) responses. They also gave other diverse responses regarding the impact of higher degree of faculty in improving performance as revealed in the above table.

5.7.5 Training Programme of the Faculty in Improving Performance

Training is a tool to increase the performance of the employees of an organization. An effective training can increase the capacities of individuals by serving essential knowledge and skills (Kabir & Baniamin, 2012). BARD faculty gets the opportunity to work well in the organizations. The impact of training on faculty member’s performances is provided in the figure-19 below:

Figure 19: Impact of Faculty Training in Improving Performance of BARD



Note: Field survey, 2016.

Figure-19 depicts that, 12 (60%) respondents expressed the training programme of faculty as good in improving performance. Seven (35%) respondents expressed that, training programme of the faculty is very good in improving performance. Only 1 (5%) respondent expressed about the average impact on improving performance.

Table 28: Opinion Regarding Training Programme of the Faculty in Improving Performance

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Know the unknown issues	1	5%
2.	Develop skills	5	25%
3.	The opportunity to utilize in the field of job	9	45%
4.	Limited opportunity to utilize in the field of job	1	5%
5.	Reduce fear	1	5%
6.	Develop capacity	2	10%
7.	Increase exposure	2	10%
8.	Increase knowledge	3	15%
9.	Increase confidence	1	5%
10.	Better techniques apply at work	1	5%
11.	Increase English language proficiency	1	5%
12.	Increase knowledge of discipline	1	5%
13.	Increase self-reliance	1	5%
14.	Update academic knowledge	1	5%
15.	Increase quality of work	1	5%
16.	Become attentive about training	1	5%

Source: Field survey, 2016.

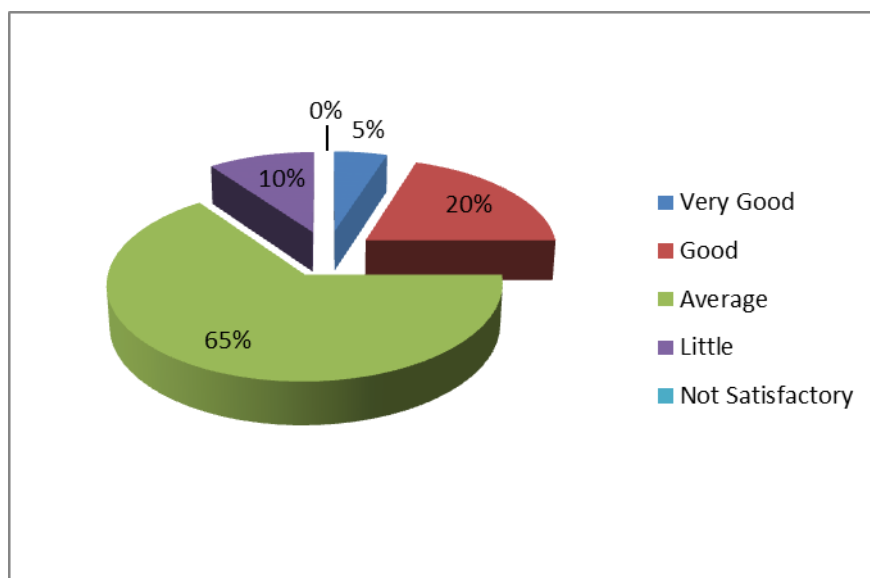
N. B.: Multiple answers recorded.

Table-28 reveals that, 9 (45%) of the respondents expressed that the training increased the opportunity to utilize it in the field of job. Skills are also developed through training as expressed by 5 (25%) respondents. Three (15%) of the respondents answered about the increase of knowledge. The training develops both capacity and increase exposure as expressed by 2 (10%) respondents. Other opinions also given here were like, know the unknown issues, limited opportunity to utilize in the field of job, reduce fear, increases confidence, better techniques, increases self-reliance, updates academic knowledge, increases the quality of work and becomes attentive about training as given by 1 (5%) respondent.

5.7.6 Training Programme of the Staff in Improving Performance

Staffs are working as helping hand in discharging any task of the Academy. They play a vital role in the success of the Academy. The impact of training programme of the staff in improving performance is provided below in figure-20:

Figure 20: Impact of Staff Training in Improving Performance



Note: Field survey, 2016.

On the issue of staff training in improving performance, we can see in figure-20 that 13 (65%) respondents expressed about average impact. Four (20%) respondents expressed about good impact. Little and not satisfactory responses expressed consecutively by 2 (10%) and 1 (5%) respondent respectively.

Table 29: Opinion Regarding Training Programme of the Staff in Improving Performance

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Do not want to utilize in their day to day job/ duties	2	10%
2.	Very limited training given to them	5	25%
3.	More training needed for better service	1	5%
4.	Just received training, so the limited outcome is found	9	45%
5.	Improve capacity	1	5%
6.	Accomplished responsibility with positive minds	1	5%
7.	Training need not properly identified	1	5%
8.	Only orientation given to them	2	10%
9.	Do not utilize training knowledge	1	5%

Source: Field survey, 2016.

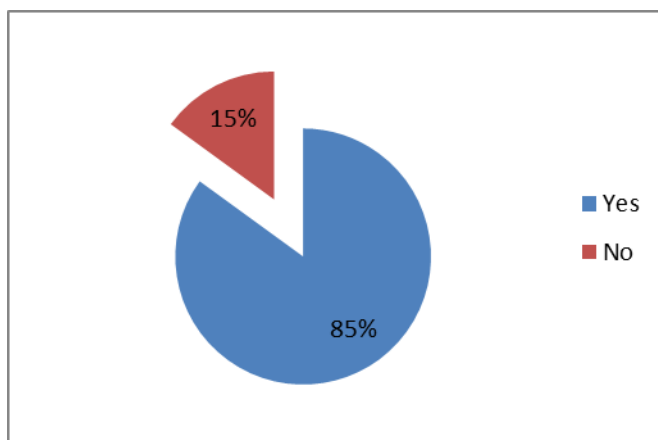
N. B.: Multiple answers recorded.

Table-29 reveals that, 9 (45%) respondents expressed opinion about the training programme as it was just received so they found limited outcome. Very limited training was given to them as expressed by 5 (25%) respondents. Two (10%) respondents opined that they do not want to utilize their knowledge in their day to day job/ duties and only orientation given to them. Other responses like more training needed for better service, developed capacity, accomplished responsibility with positive minds, training need was not properly identified and did not utilize training knowledge etc. were given by 1 (5%) respondent.

5.7.7 Reward and Punishment Practice for Improving Employee Performance

Reward and punishment both are utilized as a control mechanism of managing performance of an organization. There were two criteria of answers provided by the respondents about the reward and punishment practice in managing the Academy’s performance. The answer regarding the existence of reward and punishment in managing performance is provided below in figure-21:

Figure 21: Existence of Reward and Punishment System



Note: Field survey, 2016.

From the above figure-21, we can see that, 17 (85%) of the respondents expressed “yes” on the issue of existence of reward and punishment system at BARD. But, only 3 (15%) of the respondents expressed “no” on the issue of existence of reward and punishment system.

Several reasons were provided by the respondents regarding the existence of reward and punishment. The opinion expressed by the respondents regarding the existence of reward and punishment in the organization is shown below in the table-30:

Table 30: Opinion Regarding the Existence of Reward and Punishment in the Organization

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Follow the government rules and regulation for better performance	4	20%
2.	BARD has a good control mechanism for improving performance	2	10%
3.	Reward and punishment should apply judiciously	5	25%
4.	Limited scope of promotion	1	5%
5.	Give 'show cause' notice for any offense	3	15%
6.	The increment and promotion are given for good performance	2	10%
7.	Very little practice of reward and punishment	1	5%
8.	Encourage hard working people	1	5%

Source: Field survey, 2016.

N. B.: Multiple answers recorded.

In table-30, we can see that, opinion regarding reward and punishment should be applied judiciously the organization which got the highest response (25%). Follow the government rules and regulation for better performance got 4 (20%) responses. Give 'show cause' notice for any offense got 3 (15%) responses. Two (10%) of the respondents expressed their opinion that BARD has a good control mechanism for improving performance and increment and promotion given for good performance of the officials and employees. The opinion as limited scope of promotion, very little practice of reward and punishment, encourage hard working people was given by a single (5%) respondent.

Several reasons were also provided on behalf of regarding the existence of reward and punishment in the organization are shown in table-31:

Table 31: Opinion regarding the Non-existence of Reward and Punishment in the Organization

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	The people who have better capacity of work, they work well. There is not enough scope here to give punishment.	1	5%
2.	Faculty feel discouraged for absence of reward	1	5%
3.	Without severe offense, no punishment is given	2	10%
4.	Not accountable	1	5%

Source: Field survey, 2016.

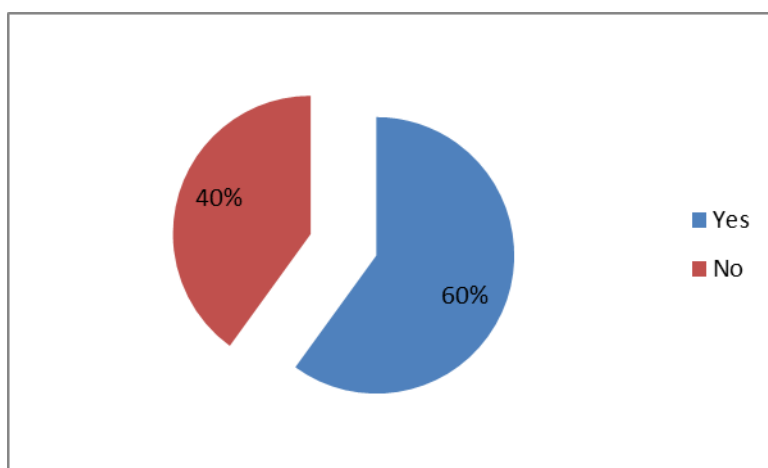
N. B.: Multiple answers recorded.

In table-31, it was found that, major responses were (10%) given to the issue that without severe offense no punishment is given.

5.7.8 Opportunity to Produce Innovative Ideas

Innovative ideas through faculty members can change the situation of the Academy and make able to compete in the present global world. The opinions regarding the existing human resource get enough opportunity to produce innovative ideas for improving performance of rural development in the present context are given in figure-22 below:

Figure 22: Opinion Regarding Opportunity to Produce Innovative Ideas



Note: Field survey, 2016.

Opinions regarding opportunity to produce innovative ideas are shown in figure-22. Here, 12 (60%) of the respondents expressed “yes” and 8 (40%) respondents expressed “no” response on this issue.

About 8 (40%) of the total respondents expressed negative notion regarding “opportunity to produce innovative ideas” in the organization. Their opinions are expressed below:

- a) Because of hierarchical leadership.
- b) Lack of enthusiasm of the faculty. They would like to work on ready issues.
- c) The academy does not emphasis on producing innovative ideas.
- d) Government organization works on its own track.
- e) A senior may not like to produce innovative ideas through junior.
- f) Lack of hopes and aspiration of the faculty members.
- g) Faculty members are overloaded with multidimensional work.
- h) Has the opportunity to produce innovative ideas, but there is no opportunity to implement it.

5.8 Globalization and BARD

The livings of the world’s poor have been intensely affected by globalization (Irwin & Ramsey, 2014). BARD from it’s inception works for rural development. The Academy will must strengthen its capability to steer the challenges carried by the globalization.

5.8.1 BARD Contribution in Rural Development in the Global Context

The table-32 reveals that, 10 (50%) of the respondents gave response about some impact is generated globally through the training which got the highest response. The opinion regarding training on micro credit service delivery, which helps to initiate the idea in other country, was given by 30% of the respondents. The other opinions like some impact through collaborative research with donor agency, foreign visit of the faculty, provide idea on poverty alleviation and experience sharing, keeps a positive impact on international cooperation and GO-NGO collaboration, BARD started small loan, still it is recognized all over the world, BARD is unable to keep impact globally, keeps impact on food, institutional development, rural communication and the family planning arena and was able to keep impact globally at

the past, but not present etc. were given by a single (5%) respondent. So, we can say that, BARD cannot keep enough contribution in a global world.

Table 32: Contribution of BARD in the Global Context

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Training on micro credit service delivery help to initiate the idea in other country	6	30%
2.	Some impact generates globally through training	10	50%
3.	Some impact through collaborative research with donor agency	1	5%
4.	Foreign visit of the faculty increases connection and knowledge with other country	1	5%
5.	Provide idea on poverty alleviation and experience sharing	1	5%
6.	Keeps a positive impact on international cooperation and GO-NGO collaboration	1	5%
7.	BARD started giving small loan, still it is recognized all over the world	1	5%
8.	BARD is unable to keep impact globally	1	5%
9.	Keeps impact on food, institutional development, rural communication and the family planning arena	1	5%
10.	Was able to keep impact globally at past but not at present	1	5%

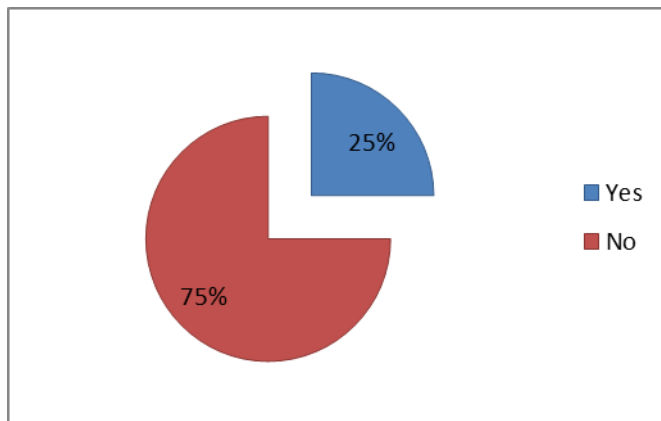
Source: Field survey, 2016.

N. B.: Multiple answers generated.

5.8.2 Compatibility of BARD in the Globalized World

Whether the present performance of BARD is compatible in the globalized world, two answers were received in the respect like “Yes” and “No”. Responses regarding compatibility of BARD in the global context are given below in figure-23:

Figure 23: Opinion Regarding Compatibility in the Globalized World



Note: Field survey, 2016.

Figure-23 tells about the compatibility of BARD in the globalized world. Here, 15 (75%) respondents expressed “no” and 5 (25%) expressed “yes”. So, it can be said that, BARD should work more to achieving compatibility in the globalized world.

Several reasons were also provided on behalf of incompatibility of BARD in the globalized world which is shown in table-33 below:

Table 33: Opinions regarding Incompatibility of BARD in the Globalized World

Sl. No.	Opinion	Number of Respondents	Percentage (%)
1.	Incapable faculty	6	30%
2.	Lack of appropriate people in appropriate field	1	5%
3.	Poor technological support	3	15%
4.	Poor international linkage	8	40%
5.	Lack of vision	2	10%
6.	Lack of professionalism of the faculty	1	5%
7.	Lack of spontaneousness	1	5%
8.	Lack of global knowledge	1	5%

Source: Field survey, 2016.

N.B.: Multiple answers recorded.

Table-33 reveals that there are a lot of reasons behind the incompatibility of BARD in the globalized world. But the reason of poor international linkage got the highest response by 8 (40%) of the respondents and the reason of the incapability of the faculty got 6 (30%) responses. Poor technological support got 3(15%) responses and 2 (10%) responses were given on the issue of lack of vision. The other issues got single (5%) responses.

5.9 Suggestions from the Respondents for Better Performance of the Academy

The respondents are serving in the Academy and they are the vital stakeholder. As stakeholders, their suggestions may play vital role in developing the organization in the global context.

5.9.1 Suggestions to Improve the Knowledge, Skill and Performance of the Faculty Members of BARD

The stakeholders can express the best about their necessities. According to the opinion expressed by the respondents to the following measures need to be taken to improve the knowledge, skill and performance of the faculty members of BARD:-

- a) Need international exposure.
- b) Need to develop international network.
- c) More opportunity to do action research both micro and macro level.
- d) Need career counseling.
- e) The opportunity to produce and implement innovative ideas.
- f) Need more foreign training.
- g) Capacity building.
- h) More involvement with academic work.
- i) Increase institutional remuneration.
- j) Develop a field of specialization.

5.9.2 Suggestions to Improve the Knowledge, Skill and Performance of the Staff of BARD

The staff plays a supporting role in discharging the functions of the organization. As they are playing supporting role, it is very essential to improve their knowledge, skill and performance. According to the respondents, staff can improve their performance through the following ways:-

- a) Need more training.
- b) Need a more opportunity to utilize the training.
- c) Send to diverse organizations to increase exposure.
- d) Capacity building.
- e) Mindset change.
- f) Training on basic organizational behavior.
- g) Increase participation.
- h) To continue the recent initiative of training to develop the performance level.
- i) Motivation, social relation, communication and teamwork for skill development.
- j) Job need to be more lucrative.

5.9.3 Suggestions Regarding Long-term Future Planning of BARD

In the era of globalization and the continuously changing situation of the global world, BARD should have long-term future plan. According to the opinion of the respondents, long-term future planning of BARD should be made in the following ways:-

- a) Need 20-50 year plan incorporating faculty and staff development issues.
- b) Establish “a Centre of Excellence” for rural development.
- c) Develop national model of rural development.
- d) Work with global context (like MDGs & SDGs) and plan of the government (like vision 2021, seventh five year plan etc.).
- e) Rural development plans to be made according to the changing needs of the situation.
- f) Implement the strategic plan which is adopted by BARD.

5.9.4 Suggestions Regarding Future Role of BARD

BARD needs to play an active role to attain the future plan. Suggestions of the respondents regarding the future role of BARD are presented below:

- a) Improve service delivery.
- b) Proper time management.
- c) Develop technology and management set-up.
- d) Proper human resource development.
- e) Provide visionary leadership support.
- f) Build better relationships with government.

- g) More emphasis on research, action research and training.
- h) Work on global and local context.
- i) The academy needs to be more proactive.
- j) Faculty members and staff need to be self-motivated.
- k) Develop international linkage.
- l) Develop innovative ideas.
- m) The academy needs to be more attentive in the implementation of action research.

5.10 Conclusion

This chapter has been analyzed the performance of BARD on the ground of management practices, financial management, functions of the academy, leadership and human resource. Findings on different indicators have assumed the variables of this study a conclusive form. The next chapter is projected to appeal conclusions from these findings about the variables arranged in the analytical framework. Yet, the present study keeps scope for further research. A new comprehensive analysis of other facets of performance can be accepted. This study emphasizes on simply the performance issues. Though, this study is exclusive in logic that there has not been any research on this issue. Thus this can be of worthy for policy makers, policy scholars, development partners and researchers of Bangladesh.

Chapter Six

Concluding Reflections and Way Forward

6.1 Concluding Reflections

BARD, Comilla is globally praised for its numerous pioneering works in the arena of rural development in Bangladesh. Actually, the “Comilla Approach” to rural development, which is a set of reciprocally compassionate development models, shaped long-lasting influences on shifting the lives and existing environment of the pastoral poor. BARD celebrated its Golden Jubilee on 27 May 2009 (BARD, 2009). The present study has intended to explore the performance of BARD in the era of globalization. In the previous chapters, it has been witnessed that BARD has worked in the field of training and research for rural development since its inception. It has successfully blended the academic research, training and action research to mobilize the rural people into highly motivated economic agents. Against such a backdrop, this research paper has examined the development of rural areas in the age of globalization and it has done an assessment of the performance of BARD. In order to analyze the performance of BARD in the issue of rural development in the era of globalization, the a question is raised as “What are the factors involved in the performance of BARD in the contemporary globalized world?”. Three objectives taken to analyze the performance of BARD are a) Examine the challenges of BARD to manage its performance in the context of globalization; b) Assess the factors involve in the performance of BARD in the context of globalization; and c) Suggest recommendations to overcome the problems facing by BARD to promote rural development. Due to the fast going of globalization and the major areas of Bangladesh are rural areas, we need to give special focus on rural development to provide the citizen better and enriched life. As we know that, BARD is a fifty-five years old organization working for the development of rural areas. In this situation, BARD faces challenges and different factors are involved in managing its performance. However, the changing trend of globalization and cope with changes of globalization, every organization need to go fast to survive. Therefore, the present study has taken a modest attempt to measure the performance of BARD in the era of globalization. Some independent variables were taken to measure the performances of BARD, such as, management practices, financial management, functions, leadership and human resources of BARD. To measure management practices, the indicators were selected like organizational goal, organizational mandate, organizational control,

Annual Planning Conference (APC), Board of Governors (BoG) in policy making and Implementation of decisions of the BoG. To measure financial management two indicators were taken as financial strength and challenges and threats of budget allocation. To measure the functions served by the organization, the indicators were Training, Research and Action Research. Hierarchical, efficiency, participatory and proactive or reactive indicators were taken to measure the leadership of the organization. To measure the human resource performance of the organization, the indicators were taken like recruitment process, career planning, publication and research, training, higher degree, punishment and reward system and innovation. In the previous chapter of the present study, we have already seen some difficulties of BARD. If the difficulties and challenges can be removed, the organization will be able to go forward.

6.2 Performance of BARD- Things to See

In order to trace findings at a glance regarding the performance of BARD, all the independent variables with indicators reveals in the below table-34:

Table 34: List of Indicators with Findings

Sl. No.	Indicators	Performance of BARD	Percentage
a) Management Practices			
1.	Organizational goal	“Good” aptitudes to reach its goals	65%
2.	Organizational mandate	Not appropriate in the present context.	50%
3.	Organizational control	Positive impact on employee performance	55%
4.	Annual Planning Conference (APC)	Effective in increase employee performance	70%
5.	Board of Governors (BoG) in policy making and implementation	Not successful in policy making	100%
b) Financial Management			
1.	Financial strength, challenges and threats of budget allocation	Shortage of allocation in action research, project and manpower	75%
c) Functions			
1.	Training	Very good	75%
2.	Research	Good	60%
3.	Action research	Average	60%

d) Leadership			
1.	Hierarchical or participatory	Both followed	50%
2.	Efficiency	Average for increasing efficiency	60%
4.	Proactive or reactive	Proactive	55%
e) Human Resources			
1.	Human resource recruitment process	Recruitment accomplished according to its mandate	60%
2.	Career planning	Career planning exists in the organization	50%
3.	Publication and research	Promotion will not held without the required number of publications	85%
4.	Training	Keeps good impact on improving performance	60%
5.	Higher degree	Keeps good impact on improving performance	50%
6.	Punishment and reward system	Existence of reward and punishment	85%
7.	Innovation	Have opportunity to produce innovative ideas	60%

Note: Only the highest response of the each indicator is provided in the table 31, rests of the opinion are provided in the next segment.

On the issue of “management practices”, findings regarding “organizational goal”, 13 (65%) respondents expressed “good” in aptitudes to reach its goal, 5 (25%) expressed “very good” and 2 (10%) expressed “average”. Ten (50%) of the respondents thought that the “mandate” of this academy is not appropriate in the present context and at the time of modern globalization, 35% opined that, moderate changes are needed to cope with the changing situation and rest 15% expressed that the mandate is good enough in the prevailing situation. Regarding “organizational control”, 11 (55%) respondents expressed about positive impact on employee performance, 5 (25%) expressed about moderate and 4 (20%) of the total number of respondents had a critical analysis. The response regarding “Annual Planning Conference (APC)”, 14 (70%) expressed, it is “effective”, 4 (20%) expressed “moderate” and 2 (10%) expressed as “not effective” in increase employee performance. As the “BoG” meetings were not held in last five years, the respondents mentioned 20 (100%) about its unsuccessful situation.

On the issue of “financial management”, the most of the respondents 15 (75%) mentioned the shortage of allocation of funds by the government for research, the action research project and manpower development as the challenge/threats that took place in the development of BARD. The rest of the respondents provided diversified opinion regarding financial challenges.

In the matter of “functions” of BARD, regarding “training” 15 (75%) respondents expressed that, the performance was “very good”, the rest of the 5 (25%) expressed “good”. 12 (60%) expressed that, in “research” functions of BARD, the performance was “good”, 5 (25%) expressed “very good” and 3 (15%) expressed as “average” performance. 12 (60%) expressed that, in action research functions of BARD, the performance is average, 25% “little”, 10% “very good” and only 1 (5%) is “good”. So, here the performance of research and action is in a very challenging situation than the training.

On the “leadership” issues, the majority 12 (60%) of the respondents gave an “average”, 2 (10%) expressed “no” and rest 6 (30%) provided “no response” opinion regarding the increasing efficiency of BARD. Regarding the leadership style, 10 (50%) opined “both hierarchical and participatory” followed, 35% expressed about “hierarchical”, 2 (10%) expressed “participatory” and rest 1 (5%) provided no comments. In an emerging situation, leadership is “proactive” expressed by 11 (55%) respondents, 4 (20%) opined about “reactive”, 15% opined “both proactive and reactive” and 2 (10%) provided “no comments”. It is also very challenging for developing the performance level of BARD.

In the matter of “human resources” of the academy, regarding “recruitment” the majority 12 (60%) of the respondents expressed that, in the academy recruitment was accomplished “according to its mandate”. Three (15%) respondents expressed that, to some extent, it was biased. The rest of the respondents provided diversified opinion regarding the recruitment issue. So, there are slight challenges to overcome. Fifty percent of the respondents expressed that there was no “career planning” mechanism in the Academy. But, 50% respondents expressed that a “career planning” mechanism existed in the Academy. Opinion regarding “publication and research” in career progression, 17 (85%) expressed that, promotion will not held without the required number of publications and the rest of the respondents provided diversified opinion regarding “publication and research”. Regarding “higher degree” of faculty in improving performance, 10 (50%) opined as “good”, 6 (30%) opined “very good”,

3 (15%) expressed “average” and rest 1 (5%) expressed “little”. Regarding the impact of “faculty training” in improving performance of BARD, 12 (60%) opined as “good”, 7 (35%) as “very good” and rest 5% expressed as “average”. As per the opinion of the 9 (45%) respondents, faculty training creates opportunity to utilize in the field of job. Seventeen 17 (85%) respondents expressed positive opinion on the issue of existence of reward and punishment system in BARD. But, only 3 (15%) respondents expressed negative on the issue of existence of reward and punishment system. It is another challenge of BARD, because the presence of reward motivates the employee to do more work. On the other hand, absence of punishment may lead to deviation in the performance level. About the opportunity to produce innovative ideas in the academy, 12 (60%) respondents expressed “yes” and 8 (40%) expressed “no” in this issue. In the changing environment, it is very essential to produce innovative ideas and survive well.

The prevailing world strongly affected by globalization. In the issue of the globalized world and BARD, the organization keeps some impact globally through training got 10 (50%) response. Only, some impact in the globalized world shows a vulnerable situation of the academy globally. Again, 15 (75%) respondents expressed “no” and 5 (25%) expressed “yes” about the compatibility of BARD in the globalized world. So, it can be easily expressed that, to be compatible BARD needs to work hard more and more. According to the opinion of the respondents, reasons behind incompatibility of BARD in the globalized world are mostly poor international linkage was 8 (40%) and incapability of the faculty was 6 (30%). BARD needs to take care of all these negative issues and effort to overcome these.

6.3 Way Forward

At present BARD is performing its research, training and action research functions to stimulate human resource improvement, create innovative models and capability development of diverse stakeholders attached to rural development issues. The mandate of BARD directs the entire procedure of research, training and action research consistent with the country and global framework and the shifting request of its clients. BARD has been proposing such training programmes and performing a vibrant role in the improvement of human resources as essential for rural development issues for over 50 years. The organization has trained thousands of administrators, development workers, local government representatives and village influential people attached in diverse sides of the arrangement and

execution of development programmes in Bangladesh. Though, the organization has vast standing, it has to progress itself through the following way:

6.2.1 Management Practices

An organization needs appropriate management to ensure a smooth running. In the era of globalization, the organization needs to change its mandate to cope with changing situations. Controlling is one key trait of management that confirms that things are done systematic that is in a suitable way. The control mechanism to some extent hinders the performance of the employee. As an academic institution, faculties of the academy need more freedom in discharging duties. In the policy making level, BoG has huge responsibilities. So, continuance of the BoG meeting as per rules in every year is very much essential to bring more dynamism in the organization.

6.2.2 Financial Management

BARD has provided the country a lot through action research in the rural development segment. But, at present lack of availability of action research project and fund is a very great problem. Government needs to give special attention to action research of BARD. Allocation of fund is not given as per requirement. BARD is to perform its functions with minimum allocation. Government needs to increase allocation to develop the potentialities of BARD. Budget need to be prepared concerning the need based allocation of resources.

6.2.3 Functions

Three major functions served by BARD are training, research and action research. BARD achieved more than the target in training courses. But, too much number of training courses and quantities of trainees may decrease the quality of training. Quality need to be ensured, need more professionalism and need more skilled trainer also. Ensure e-learning and adequate ICT related equipment for better training. From the inception of BARD, it has contributed in socioeconomic research. In the matter of research, honorarium of the researcher needs to be increased to motivate the researcher. The area of research needs to be extended to get better findings. Modern technology based research need to be given emphasis. In the issue of action research, fund is most essential, along with need of expertise

for the project approval process, adequate manpower and proper coordination between relevant ministry and academy.

6.2.4 Leadership

Leadership is a practice by which a person inspires others to achieve goals and leads the organization in a technique that makes it more consistent and comprehensible. Here, in BARD the leadership needs to be visionary and more proactive as well. More participation of the faculty, strengthen accountability mechanism and freedom of work need to be ensured, more initiative, dynamic to increase academic excellence and finally the chain of command needs to be strengthened more.

6.2.5 Human Resources

Human resources are the populace who makes the structure of the personnel of an organization. The first thing about managing human resource is recruitment. The recruitment needs to be on the basis of the demand of the Academy. Merit should be the sole determinant of recruitment and there should be no biasness. Career planning is very much significant in personnel development. Everybody should give opportunity of higher study and training according to the field of interest. Publication and research keep vital impact on career progression. The judgment of publication and research in giving promotion should be strict and appropriate. The reward should be given to the employee to motivate them and strict punishment should be given for severe offense. There should be given enough room to produce and implement innovative ideas. In the matter of the staff's performance development, it is very essential to continue the current steps of training and opportunity to apply the training knowledge in their day to day job.

6.2.6 Globalization and Rural Development

Globalization is not a particular potency, but fairly contains a various sort of diverse courses. There are henceforth many diverse essentials of globalization that influence present opportunities or challenges in particular rural areas. The Academy must develop its capability to steer the challenges carried by globalization. To fight the challenges of globalization the capability of the faculty of the academy need to increase, the appropriate people should be placed in the appropriate field, technological support needs to be increased, international

linkage need to be increased, should have vision of the organization, develop global knowledge and finally the Academy should focus on increasing its own means of training materials on particular thematic extents of rural development. Again, the Academy should carry out the role for the government in determining its policy on the rural development segment. BARD, through its internal planning workouts maintained by external organizers, has arranged a long term strategic plan set out new ideas, objectives, mission and vision. The strategic plan emphasizes on future creativities in this significant segment and sets out the regulatory philosophies, instructions and main concern of BARD. Through this strategic plan, a resilient will is extremely essential to reinforce the organization and deal with the shifting environments in the globalized world.

Overall, it is very essential to say that in common there is necessity to generate “we feeling” in the minds of faculty members and staff of BARD. Lastly, supportive leadership in framing, progressing and connecting vision and mission are headed for the upcoming situation of BARD. This study may be beneficial to the academicians, scholars and other researchers who have a profound interest in the matter of rural development in globalization perspective. The study may validate the prevailing literature on “rural development and globalization”, in this field that may support to increase the understanding of different stakeholders in general and policy researchers in particular aspect.

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Annexure-1

Directors of BARD

Sl no.	Name of the Directors	Duration	
		From	To
1.	Dr. Akhter Hameed Khan	27-05-1959	23-01-1964
2.	K. M. Shamsur Rahman	24-01-1964	16-07-1965
3.	Dr. Akhter Hameed Khan	17-07-1965	21-07-1966
4.	Kazi Azhar Ali (Acting)	22-07-1966	17-11-1966
5.	Dr. Akhter Hameed Khan	18-11-1966	30-10-1968
6.	Aziz-ul-Haq	31-10-1968	15-8-1973
7.	M. Zakir Hossain (Acting)	16-08-1973	17-09-1973
8.	Dr. Abdul Myeed	18-09-1973	11-10-1975
9.	M. Zaker Hossain	12-10-1975	28-11-1976
10.	Abdul Aziz Khan (Acting)	29-11-1976	31-03-1977
11.	M. Zaker Hossain	01-04-1977	31-03-1979
12.	Abdul Aziz Khan (Acting)	01-04-1979	03-04-1980
13.	Khandaker Asaduzzaman	04-04-1980	04-08-1982
14.	M. Asafuddowlah	05-08-1982	25-07-1983
15.	Hasnat Abdul Hye	26-07-1983	31-12-1986
16.	Saadat Hossain	01-01-1987	08-01-1987
17.	K. M. Tipu Sultan	09-01-1987	07-08-1987
18.	Dr. Saadat Husain	08-08-1987	23-02-1988

Source: BARD.

Director General of BARD

Sl no.	Name of the Director Generals	Duration	
		From	To
1.	Dr. Saadat Husain	23-02-1988	10-05-1989
2.	K. M. Tipu Sultan (Acting)	11-05-1989	17-07-1989
3.	Syed Margub Morshed	18-07-1989	04-08-1991

4.	K. M. Tipu Sultan (Current Responsibility)	05-08-1991	10-05-1992
5.	Dr. Kshanda Mohan Das	11-05-1992	15-06-1993
6.	Dr. Salehuddin Ahmed	16-06-1993	19-11-1995
7.	Md. Abdul Quddus (Current Responsibility)	20-11-1995	06-12-1996
8.	Md. Akhter Hossain Khan	07-12-1996	31-01-2000
9.	Shahjada Mahbub Ilah (Add. Responsibility)	01-02-2000	16-04-2000
10.	Md. Sikander Ali Mondol	17-04-2000	21-07-2004
11.	Kabir Md. Ashraf Alam	22-07-2004	21-08-2004
12.	Md. Nazrul Islam	22-08-2004	12-11-2006
13.	Md. Kamrul Islam	13-11-2006	21-12-2007
14.	M. Khairul Kabir (Current Responsibility)	22-12-2007	07-06-2009
15.	Md. Ataur Rahman	08-06-2009	16-04-2012
16.	Mohammad Mir Kashem (Add. Responsibility)	17-04-2012	17-07-2012
17.	Md. Mashiur Rahman	18-07-2012	06-01-2015
18.	Salahuddin Mamud	07-01-2015	-

Source: BARD, Administration Division.

Annexure-2

A Brief Chronology of Historical Background of BARD

January 3, 1953. The Ford Foundation linked the government of Pakistan and the U.S. International Cooperation Administration in creating and employment the Village Agricultural and Industrial Development (V-AID) Training institutions.

July 22, 1955. The V-AID programme was made an essential part of the government's 5-year financial and expansion plan.

October 13, 1955. First Five-Year Plan reads: “The Academies were intended to comprehensively improve the quality of training and management of V-AID and in the backup the nation building and administrative sections.”

January 4, 1956. Michigan State University’s Floyd W. Reeves was asked by George Gant (Ford Foundation, Karachi) to endorse persons and organizations to offer advisory help to the government in founding the Academies.

June, 1956. Three other MSU professors with Reeves arrived in Pakistan to conduct a study and progress a scheme (strategy).

August 26, 1956. The strategy of the four-man MSU team was given in to the government.

June, 1957. Memoranda of agreement were gotten between the government of Pakistan, the Ford Foundation, and MSU, with the latter to deliver advisory facilities to the Academies.

July, 1957. A second four-man team, yet again headed by Reeves, comes to Pakistan to further advance the strategies for the Academies.

July 1957-April 1958. The staffs, a Director, and ten social scientists for each Academy were employed in Pakistan, England, and the United States; Md. Raja Afzal the Director of the Peshawar Academy and Akhter Hameed Khan was made Director of the Comilla Academy.

April 1958-May 1959. The staffs of the Academies were trained for 9 months at MSU, 6 weeks in Pakistan, and 6 weeks in European and Asian states.

May, 1959. Upon demand, Akhter Hameed Khan equipped for the chief secretary of the government of East Pakistan speeches on “Restructuring of Local Government” and “Incorporating Basic Democracies and V-AID.”

August 1, 1959. With the East Pakistan civil servants, the first training course initiated at the Academy.

August, 1959. Director Khan of the Academy resolute that the staff made methodical clarifications of the work of local executives and of village situations, records what they have seen and perceived; and that the Academy’s research be partially statistical, of sociological importance, and of instant use.

September, 1959. The arrangement was got with pertinent officials that the V-AID development region in Comilla thana, 80 square miles, might be used by the Academy staff for opinion and study.

October 29, 1959. President Ayub Khan declared the Basic Democracies Order. **November 21-24, 1959.** Training processes for executives of the Department of Basic Democracies and Local Government were settled upon in Dacca; Academy staff initiated at once to formulate curriculums for training courses.

November, 1959. Many “camps” (one or two conferences) were held at the Academy for village groups-progressive farmers, school teachers, youth leaders, rural artists, etc.

January, 1960. Chief Secretary of East Pakistan made the entire of rural Comilla thana (107 square miles) as a laboratory region for the Academy, with “full concern for policy purpose.”

Annexure-3

The Setting

The Academy is situated at Kotbari which is eight kilometers far to the west of Comilla town under Comilla Sadar Upazila. The estate stretched over 156 acres of simple and mountainous lands of Lalmai hills. Comilla is linked with Chittagong (170 kilometers away) and Dhaka (100 kilometers away) by road and railway transportation. The link road from Comilla town to Kotbari is good enough for all vehicles. The usual modes of local transportation from Comilla to Kotbari and back are rickshaws and auto-rickshaws. It is two and half kilometers west of Asian High Way (BARD, n. d.). A great part of the estate is under plantations of nurseries, parks, vegetable farms and a linkage of roads with shaded tropical trees. The residential buildings and office have been intended and situated in coordination with the geography and the contiguous scenery. The sound intended layout of arrangements and green background give the estate a tranquil and pacific atmosphere.

Annexure-4

Profile

BARD is a self-directed organization administered by a Board of Governors of which the Minister for Local Government, Rural Development and Cooperatives is the Chairman. It is involved to the Ministry of Local Government, Rural Development and Cooperatives. The Board of Governors articulates the strategies, and the Director General of BARD for instance

the chief executive, workouts power for executing the policies and directing the day to day matters, in the context of the Service Rules and the Act of the Academy. He is supported by an Additional Director General. The events of the Academy are supported by its Faculty which includes 9 Divisions each of which is directed by a Director. The divisions may be separated into two groups specifically Service Divisions and Academic Divisions. The Service Divisions includes Research, Training, Projects and Administration Division. The Academic Divisions include Rural Administration, Rural Sociology, Rural Economics, Rural Education and Agricultural Development Division. The five Academic Divisions again comprise of 10 disciplines, namely Rural Administration, Rural Sociology, Demography and Development Communication; Rural Economics and Rural Business Management; Rural Education and Community Health & Nutrition; Agricultural Extension and Agricultural Technology. The total number of the post of the Faculty members is 60 comprising a Director General, an Additional Director General, 9 Directors, 14 Joint Directors, 13 Deputy Directors and 22 Assistant Directors. They are helped by 305 supporting officials and staff. Director is a division head, but Joint Director is a discipline head. The Academy has emerged as an institution of a unique type combining training with research and pilot research in the arena of rural development. It has been involved in numerous kinds of pilot research to discover replicable simulations of Cooperatives, Agriculture, Rural Administration, Women and Youth Works, Community Health and Nutrition have served as demonstrations for the trainees and the managers.

Annexure-5

Facilities at BARD

Great deals of facilities have been established at the estate to encounter the requirements of the trainees, guests and estate inhabitants. Comprising one for the females along with different types of guest houses with a full capability of 390 seats, there are seven hostels. Amongst these, nearly all hostels are prepared with hot water method. There are five AC classrooms, IT Lab, two AC auditoriums, four AC conference halls, and a library with about 65,000 titles of books for organizing training, seminars, symposiums, workshops and conferences. There are a post office, bank, a medical centre, a cooperative store and a sports complex with a diversity of sports amenities. Sufficient quarters have been constructed for the faculty and other staffs.

Annexure-6

Bangladesh Academy for Rural Development Kotbari, Comilla

Faculty Designation	Post
1. Director General	01
2. Addl. Director General	01
3. Director	09
4. Joint Director (JD)	17
5. Deputy Director (DD)	17
6. Assistant Director (AD)	20
Total	65

Divisions	Manpower
1. Director General	04
2. Additional Director General	03
3. Administration Division	262
4. Project Planning & Coordination Div.	14
5. Research Division	17
6. Training Division	17
7. Rural Economic Development Division	10
8. Rural Institutional Development Div.	07
9. Social Development Division	13
10. Education & Health Services Division	10
11. Agriculture & Environment Division	15
Total : 372	

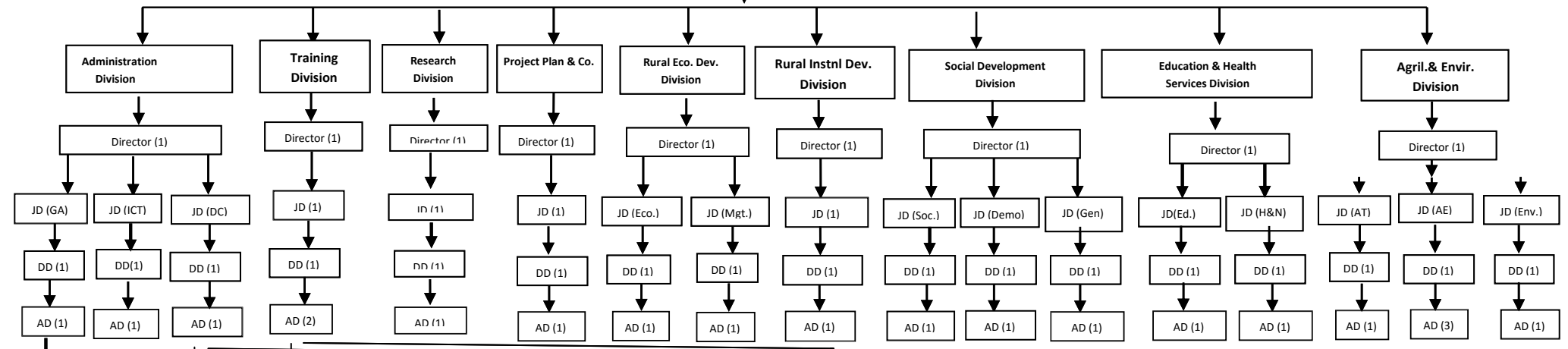
Organogram of BARD Faculty

Director General (1)

PA - 1
MLSS-2

Addl. Director General (1)

PA - 1
MLSS-1



Different Sections- 234

- Director Office – (Admn. Officer (1), PA (1), MLSS (1))
- Establishment (10)
- ICT (10), Medical (4)
- Accounts & Pension (14)
- Maintenance (40)
- Hostel (15), Cafeteria (24)
- Caretaking (74)
- Store (7), Farm (16)
- Mosque (5)
- Junior High School (08)
- Dhaka Liaison Office (4)

ICT Discipline Faculties
Designation under Administration

- 1x System Analyst (JD)
- 1x Programmer (DD)
- 1x Asstt. Programmer (AS)

Library & Publication-18

- Librarian (1)
- Asstt. Librarian (1)
- Publication Manager (1)
- Library Asstt.(4)
- Computer Operator (1)
- Cataloger (2)
- UDA (1), LDA (1)
- Sorter (2)
- Binder (1)
- Cleaner (1)
- MLSS (2)

Sports & Rec. Cen-03

- Physical Instructor (1)
- Field Assistant (1)
- Cleaner (1)

Division Staff - 09

- Training Officer (1)
- PA (1), UDA (1)
- Asstt Accountant (1)
- Com. Operator (1)
- LDA (1)
- Store Keeper (1)
- MLSS (2)

Research Div. Staff-13

- Research Officer (1)
- PA (1),
- Data Collector Super (3)
- Data Entry Operator (2)
- Data Collector (4)
- Com. Operator (1)
- MLSS (1)

Project Division Staff-10

- Project Officer (1)
- PA (1)
- Field Supervisor (2)
- Field Organizer (2)
- Field Assistant (2)
- Com. Operator (1)
- MLSS (1)

Other Division Staff – 03
(Each division)

- PA (1)
- Com. Operator (1)
- MLSS (1)

Total Five Divisions staff = 15

Annexure-7

Thesis Title: Rural Development in the Era of Globalization: An Assessment of the Performance of Bangladesh Academy for Rural Development (BARD)

Research Objectives

The objectives of the study are to:

1. Examine the challenges of BARD to manage its performance;
2. Assess the factors involve in the performance of BARD; and
3. Suggest recommendations to overcome the problems facing by BARD to promote rural development.

Part A: General Information

1.1. Name of the Respondent:

1.2. Rank:

1.3. Present Working Division:

1.4. Duration of Job:

1.5. Present Age:

1.6. Educational Qualification (Major Studied Subject):

1.7. Field of Specialization:

1.8. Description of Training Relating to the Job:

a) Training/Workshop/Seminar attended inside the country:

	Subject/Field	Duration	Organizing Organization
i.			
ii.			
iii.			
iv.			
v.			
vi.			

b) Training/Workshop/Seminar attended outside the country:

	Subject/Field	Duration	Organizing Organization
i.			
ii.			
iii.			
iv.			
v.			

vi.

1.9. Number of Publications:

a) Research (Number):

b) Journal Article (Number):

1.10. Brief Description of Serving in different Divisions:

Name of the Division	Duration
a)	
b)	
c)	
d)	
e)	

Part B: Management Practices of BARD

1. Do you think that, BARD is able to attain its Goal?

- Yes No No Response.

If Yes, then express the level (Very Good=4; Good=3; Average=2; Little =1 and Not satisfactory=0)

.....

2. Do the organizational mandate is able to meet the changing needs of the globalization?

.....
.....
.....

3. Do you think that the existing control mechanisms have any effect/impact on the employee's performance? Please give your opinion in this regard:

.....
.....
.....

4. Please evaluate the Annual Planning Conference (APC)/Long term Plan of BARD as a mechanism of decision making of future plan and evaluation of the past performance?

.....
.....
.....

5. a) How many Board of Governors (BoG) meetings needs to be conducted in a year?

.....

b) In practice, how many meetings are held in the last five years?

.....

6. Please, make comments on the existing role of the Board of Governors (BoG) in policy making procedure and success regarding the implementation of decisions of BoG?

.....

.....

.....

Part C: Financial Management

7. Please, explain the budget/financial strength of the Academy?

.....

.....

.....

8. Is there any challenge or threats of financial strength/budgetary allocations in managing BARD's mandated functions? Please, explain if there is/are any such problem?

.....

.....

.....

Part D: Functions

9. Please, express your opinion regarding the functions of BARD according to the mandate?

(Very Good=4; Good=3; Average=2; Little =1 and Not satisfactory=0)

a) Research

Please, express your statement regarding the answer?

.....

.....

.....

b) Action Research

Please, express your statement regarding the answer?

.....

.....

.....

c) Training

Please, express your statement regarding the answer?

.....
.....
.....
10. Please, express your statement about any functions of BARD which is admired and accepted in any other constituency of the world?

.....
.....
.....
11. Please express the challenges of BARD in accomplishing the below stated functions:

a) Research

.....
.....
.....
b) Action Research

.....
.....
.....
c) Training

.....
.....
.....
Part E: Leadership

12. Do you think, able leadership is able to increase the efficiency of BARD?

- Yes No No Response.

If Yes, then express the level (Very Good=4; Good=3; Average=2; Little =1 and Not satisfactory=0)

.....
13. Evaluate the present leadership of BARD is being able to perform organizational activities efficiently?

.....
.....
.....
14. Whether the leadership style is hierarchical or participatory?

- Hierarchical Participatory Both No comments

15. In an emerging situation is the present leadership, proactive or reactive?

- Proactive Reactive Both No comments

16. Please, give suggestions on the leadership, which will be suitable for the future development of the organization?

.....
.....
.....

Part F: Human Resources

17. Evaluate the human resource recruitment process of BARD?

.....
.....
.....

18. Is there any career planning mechanism in the organization?

- Yes No

Please make comments on the career planning mechanism in the organization?

.....
.....
.....

19. Mention the impact of publication and research in career progression?

.....
.....
.....

20. Does any impact of higher degree of faculty in improving performance? If Yes, then express the level and give reasons, if the score is 0-2: (Very Good=4; Good=3; Average=2; Little =1 and Not satisfactory=0)

.....
.....
.....

21. Give your opinion regarding the existing training programme of the faculty in improving performance? Please, express the level and reasons, if the score is 0-2: (Very Good=4; Good=3; Average=2; Little =1 and Not satisfactory=0)

a) Faculty

.....
.....
.....
b) Staff
.....
.....
.....

22. Whether BARD has adopted reward and punishment practice for improving employee performance?

- Yes No

If Yes, what are the systems?

.....
.....
.....

If Not, why?

.....
.....
.....

23. Whether the existing human resource gets enough opportunity to produce innovative ideas for improving performance of rural development in the present context?

- Yes No No Response.

If No, why?

.....
.....
.....

Part G: Globalization and BARD

24. Please explain, how far BARD is being able to contribute in the rural development in the present global context?

.....
.....
.....

25. Do you think, the present performance of BARD is compatible with the globalized world?

- Yes No

If no, please mention the reasons?

.....
.....
.....

26. Please, mention how to improve the knowledge, skill and performance of the Faculty Members of BARD?

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.....
.....

27. Please, mention how to improve the knowledge, skill and performance of the Staff of BARD?

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.....

28. What should be the long term planning of the future role of BARD in considering the global context?

a) Long-term future planning:

.....
.....
.....

b) Future role of BARD:

.....
.....
.....

[Note: The information will be used only for academic purpose]