

Citizens' Trust and Good Governance in Local Government Institutions: A Comparison of Two City Corporations



A Thesis Presented to Department of Development Studies

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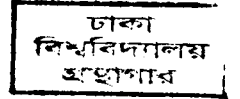
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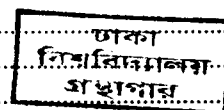
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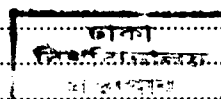
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List of Abbreviations

ADB: Asian Development Bank

A.D.: Anno domini

ASRC: Administrative and Services Reorganization Committee

ACAs: Anti-Corruption Agencies

AL: Awami League

BPR: Business Process Reengineering

BNP: Bangladesh Nationalist Party

BBS: Bangladesh Bureau of statistics

BCC: Barishal City Corporation

BD: Bangladesh

CO: Circle Officer

CC: City Corporation

CDA: Chattogram Development Authority

CCC: Chattogram City Corporation

COCC: Cumilla City Corporation

CTG: Caretaker Government

CEO: Chief executive Officer

CHT: Chattogram Hill Tract

DNCC: Dhaka North City Corporation

DSCC: Dhaka South City Corporation

DC: Deputy Commissioner

DM: District Magistrates

EU: European Union

E-governance: Electronic-governance

ESCAP: Economic and Social Commission for Asia and the Pacific

FGD: Focused Group Discussion

GCC: Gazipur City Corporation

HRM: Human Resource Management

ICT: Information and Communication Technology
IDA: International Development Association
KII: Key Informant Interview
LG: Local Government
LED: Light Emitting Diode
LGIs: Local Government Institutions
LSG: Local Self Government
MTMs: Market-type mechanisms
MP: Member of the Parliament
MoLGRD & CL: Ministry of Local Government, Rural Development and Co-operatives
MOCHTA: Ministry of Chattogram Hill Tracts Affairs
MDG: Millennium Development Goals
MCC: Mymensingh City Corporation
NPM: New Public Management
NCC: Narayanganj City Corporation
OECD: Organization for Economic Cooperation and Development
PIs: Performance Indicators
PM: Prime minister
RTI: Right to Information
RCC: Rajshahi City Corporation
RACC: Rangpur City Corporation
KCC: Khulna City Corporation
Sq. km: Square Kilometre
SDGs: Sustainable development Goals
SDO: Sub-Divisional Officer
SPSS: Statistical Package for the Social Sciences
SDO: Sub-divisional officer
SCC: Sylhet City Corporation
SMART: Specific, Measurable, Achievable, Realistic, and Time-bound
TQM: Total Quality Management

TPM: Trusted Platform Module

TDCC: Thana Development Coordination Committee

TPM: Trusted Platform Module

USA: United State of America

UN: United Nation

UK: United Kingdom

UNO: Upazila Nirbahi Officer

UNDP: United Nations Development Programme

UP: Union Parishad

UZP: Upazila Parishad

VP: Village Parishad

WGI: Worldwide Governance Indicator

WB: World Bank

WASA: Water Supply & Sewerage authority

ZP: Zila Parishad

List of Local Terms

Bazars: A bazaar is a marketplace where goods are sold.

Chowkidars: A village watchman.

Gram Sarkar: Literally means “Village Government”; the Gram sarkar was established by passed by the four-party alliance government in 2003, through “The Gram Sarker Act 2003” to act which was as a supportive body to the Union Parishad. However, the High Court (HC) acknowledged the “Gram Sarkar Act of 2003” illegitimate and it was banned in 2008.

Gramshava: The Gram Shava is the focal point of village development. People use this forum to deliberate on local governance issues and discussion community need-based strategies for the rural village.

Haats: A market in a rural area which is held regularly.

Mohokhuma Officer: Sub Divisional Officer (SDO).

Parishad: A council or assembly.

Panchayats: An institution of self-government for rural areas.

Palli Parishad: A local non-governmental organization in Bangladesh.

Raja/ Circle: Raja is a king of the state.

Shava: Meeting.

Thana: Police Station.

Union Parishad: Union Parishad is the lowest local government & rural administrative units/body in Bangladesh.

Union: A rural area consisting of a few villages.

Upazila: Sub-district located between union and districts.

Zila: District.

Zila Parishad: A Zila parishad is a district-level local government entity in Bangladesh.

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Abstract

Trust is principally associated with ethical values. People are considered to be trustworthy to the extent that they are honest, friendly, shared common values and maintained reliability. Trust is an essential component of performance within the public service organisations . The shortage of trust generates discontent among the citizens regarding the government, and obstructs the process of good governance and sustainable development. Good governance essentially involves good communication between the administrators and the citizens. Citizens monitor the leadership, form opinions about government performance, and adjust their required level of administrative trust accordingly. Globally, local governments play a major role in public service delivery, and provide for an institutional platform for citizens' representation and participation in in state affairs. Local urban city administrations in developing countries continually tackle the challenge of ensuring the quality of public service delivery. In developing nations including Bangladesh, the public sector is quite large as it is responsible for delivering basic services, such as education, healthcare, water and hygiene, drainage, and street lighting. In this backdrop, it is important to understand the level of citizens' trust and governance of the local government regarding how the elected representatives of the local government and officials are providing service to the citizens. This study attempts to explore citizens' trust and good governance in the context of a few selected Local Government Institutions (LGIs) in Bangladesh. More specifically, it tries to (i) identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the targeted LGIs and (ii) understand the nexus between citizens' trust and governance within the context of the performance of LGI. The fieldwork is based on two urban local government entities of Bangladesh: the Cumilla City Corporation and Chattogram City Corporation. Citizens who had interacted with the officials of the Cumilla and Chattogram City Corporations were the respondents in this study. The Cumilla City Corporation is newly established , while the Chattogram City Corporation is one of the oldest ones. Both these institutions have been serving the residents of the cities of Cumilla and Chattogram, and maintaining direct interface with the respective citizens in the process of delivering basic services; it is, therefore, important to study their trustworthiness. The comparison between the two is also significant. This research contributes to the conversation regarding citizen trust and local governance in the context of developing nations.

The study utilises a mixed-method approach to attain the outcomes related to the research objectives. A social survey based on purposive sampling was conducted targeting respondents who have been the users of services of the targetted City Corporations as per the judgment of the researcher. The main purpose was to select sufficient respondents to ensure that the sampling was representative. Based on age, gender, and geographical location inside the City Corporations, 160 people were selected to fill out the questionnaires. In the second stage of the study, Key Informant Interviews (KII) were done to balance the quantitative data, aid further assessment and elaborate on the factors that influenced the citizens' trust in the Cumilla City Corporation and Chattogram City Corporation. In this phase, 40 respondents from each of the City Corporations were chosen to undertake Key Informant Interviews (KII) covering both the major categories: public service officials and the people's (political) representatives of the Cumilla City Corporation and the Chattogram City Corporation. Additionally, in each City Corporation, five detailed case studies were also done together with Focus Group Discussions (FGD) to capture the qualitative data. Three FGDs were conducted in each City Corporation. A total of six FGDs were organized in different Wards comprising different respondents (viz. officials, people's representatives and ordinary citizens). The FGDs were used as a basis to authenticate the survey's findings. The secondary data sources comprised of the literature review (including such academic materials as books, journals, newsletters, research reports), consultation of websites and other relevant materials. Additionally, an attempt was made to access the official files and information from the pertinent institutions and regulatory ministry.

Performance Management theory was used to customise and devise a scale to measure and capture the trust and good governance issues in the study. Utilizing the theory of Performance Management, the researcher tried to locate "the linkage between citizens' trust and good governance" and comprehend the "nature and the extent of the citizens' trust" based on the three selected indicators, namely, "Regulatory Quality, Voice and Accountability, and Government Effectiveness" of good governance to reveal the outcomes of good governance. Moreover, "Quality Service Delivery" indicators are equivalent to "Regulatory Quality" as a good governance outcome, "Social Capital" indicators are equivalent to "Voice and Accountability" and "Citizen's Satisfaction" indicators are equivalent to "Governance Effectiveness" as good governance outcomes. Furthermore, the key factors or indicators of quality service delivery (including 'timeliness', 'accuracy', 'regularity', 'efficiency' and 'maintenance of procedure')

and social capital ('inclusiveness', 'reliability', 'responsiveness' and 'courtesy') have been factored in - as these play an important role in improving citizens' trust and ensuring good governance in public institutions.

Based on the selected indicators, the researcher has reckoned the nature and extent of citizen's trust. Several typical problems were identified in the studied organisations. The timeliness of services has often not been maintained; the citizens' demands have remained considerably unfulfilled. In general, the service providers provided services by following different rules and regulations. The general public (city residents who are the target groups of these services) are scarcely aware of these rules and procedures. The officials were often demotivated, and there were numerous examples of delay and procrastinations in the service provision and delivery. The institutional arrangement and political systems are also less co-operative; as a result, many respondent citizens reported to have faced a plethora of problems. The limited participation of women and low responsiveness were also noticed regarding the service delivery mechanism. The charges and fees for the services, however, were considered reasonable.

Additionally, this study has attempted to explore the relationship of trust and good governance from different viewpoints. The level of importance of trust to build good governance was considered "moderately important" according to most of the respondents. Specifically, in the Cumilla City Corporation, Important (38%), Essential (50%) and Very Important (50%) of the surveyed citizens, elected representatives and staff respectively reported that trust was "moderately important" for building good governance, while in the Chattogram City Corporation Essential (56%), Essential (60%) and Very Important 60% of surveyed citizens, elected representatives and staff opined the same. In the Cumilla City Corporation, the levels of trust by citizens, elected representatives and staff were reported as Good (46%), Excellent (80%) and Good (40%) respectively. On the other hand, in the Chattogram City Corporation, the levels of trust were Good (23%), Excellent (50%), and Very Good (50%) for citizens, elected representatives and staff respectively. The indicators of the study also identified that one of the major manifestations of trust is "satisfaction". Hence, the study assessed the level of satisfaction by the citizens as 'service recipients', and the level of satisfaction by the elective representatives and staff of the City Corporation as 'service providers'. In the Cumilla City Corporation, the level of satisfaction by citizens as service recipients was recorded as "Good" (37%), while the

levels of satisfaction by elected representatives and staff as service providers were reported to be “Very Good” (60%) and “Good” (80%) respectively. In comparison, in the Chattogram City Corporation, the level of satisfaction by the citizens as service recipients was “Good” (39%), while the levels of satisfaction by the elected representative and staff as service providers were found to be “Very Good” (40%), and “Very Good” (80%), respectively. Overall, the level of satisfaction by the citizens of the both the City Corporations as service recipients was “Good”, and the levels of satisfaction by the elected representative and staff (as service providers) were recorded as “Very Good”. Thus, the level of satisfaction by the staff as service providers in the Cumilla city Corporation is higher than that of the Chattogram city corporation, while the level of satisfaction by the citizens as service recipients is lower in Cumilla City Corporation compared to the situation in the Chattogram City Corporation. A greater proportion of respondents from the Chattogram City Corporation expressed a high level of trust by considering the “overall performance” of the respective City Corporation compare to their counterparts in Cumilla City Corporation.

Based on the overall observations of the study, it is concluded that a new and revised organogram for the City Corporation needs to be introduced to ensure a modern and efficient organisation structure and chain of command as well as a good and disciplined work environment. The government may also consider (i) forming a vigilance committee to monitor the quality of the services provided, time management, and the activities of the elected representatives with a view to ensuring the transparency and accountability of the service providers; (ii) formulating new statutory provisions that assigns clear duties and responsibilities for women representatives in “reserved seats”; and (iii) empowering the City Corporations with necessary support for resource mobilization, especially focusing on local tax imposition and realization, to help them encounter financial constraints that thwart provisioning of basic public services.

The study may be useful for the relevant policymakers, local government authorities, and academics to understand and gain insights into the various issues of citizens’ trust on local governance. Drawing on the theoretical and conceptual strands of ‘performance management’, an analytical framework has been developed in this thesis, which may serve as a useful tool for the further studies trust and good governance issues. The study also validates the existing work

on trust and/or prompts new areas of focus that may help to improve the knowledge of various stakeholders.

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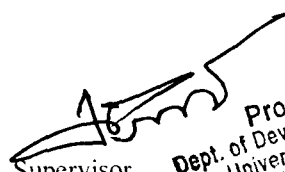
I extend my cordial gratitude to my research team for their assistance, support and responsive care. Finally, I am eternally grateful to my husband and my daughter for the endless inspiration and support they have provided me with.

Dedication


My Late parents who are my source of inspiration

Certificate

It is my pleasure to certify that Jannatul Ferdous baring Registration No. 33/2018-2019 has prepared Degree of Doctor of Philosophy (Ph.D)Thesis entitled “Citizens’ Trust and Good Governance in Local Government Institutions: A Comparison of Two City Corporations” under my direct guidance and supervision. This is her original work and suitable for submission. This thesis or any part of it has not been submitted to any academic institution for any degree or publication.


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Declaration

I declare that the thesis titled “Citizens’ Trust and Good Governance in Local Government Institutions: A Comparison of Two City Corporations” submitted to the Department of Development Studies of the University of Dhaka, Bangladesh in fulfilment of the requirements for the PhD degree reflects my own and unique effort. No portion of the text has been taken from other documents without due acknowledgement and reference. The outlook and language of the thesis are also my responsibility.

Jannatul Ferdous
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Chapter 1: Introduction

“Trust means holding a positive perception about the actions of an individual or an organization. It is a subjective phenomenon, reflected in the “eyes of the beholder” that matters especially to the extent that it shapes behaviour” (OECD, 2013: 21).

1.1 Background of the Study

Trust in the government is argued to be a sine-qua-non for good governance (Choi & Kim, 2012). Trust is considered a critically significant resource that a governing organization can possess. Its existence helps to raise democratic involvement, economic achievement, and public arena proficiency. Its nonexistence, paradoxically, can prompt relentless tensions between the government and its population, and the citizens’ denial to take part in governmental events (Parker et al., 2008). Trust arises when parties holding definite satisfactory insights of each other permit this affiliation to reach the estimated results (Wheless & Grotz, 1977). Trust is a foundation of democratic legality which may generate a populations’ inclination to add to a solid and vigorous democracy. People who trust their regime are more eager to attend and render maintenance to government strategies intended for enlightening the state (IJR, 2016). Trust can boost public assistance and cooperative utilization of populaces, freedom of association and expression, and the right to track financial prospects, entirety of which is vital for democratic viability and legality (Brixi et al., 2015).

Over the last one and a half decades, the interest in trust and its various ramifications have seen an upsurge in the arena of social sciences. It has been understood as an essential and pervasive element of nearly all kinds of social affairs from the institutional development viewpoint. However, most of the specialists rate the trustworthiness of public institutions as low (Askvik, 2011). Citizens are often displeased with the excellence of health, education, and other facilities. Schools are overloaded and disappointing, doctors and nurses are recurrently preoccupied, and, when they are existent, they do not trail the usual procedures; waste stays on the roads, and roads are unpaved. Since citizens assume the government to deliver these facilities, they link the catastrophes in service delivery with the let-down of the government (Brixi et al., 2015). The reduction of people’s trust in regimes is a difficulty in the previous period which has concerned massive consideration by public administration investigators all over the sphere. The obvious reduction of people’s trust in regimes and state parliaments have witnessed so-called established

democracies – the USA, Canada, Great Britain, Sweden, and other EU associate countries. The regeneration or growth of people's trust is a crucial request for numerous states (Seimuskane & Voroslava, 2013). Government officials execute policies and are liable for the welfare of countries. In some societies, for instance, in the Scandinavian states, public grounds are vast in the issue of public spending, the number of personnel, and the dimensions of services delivered to citizens. From cradle to grave, the citizens are relying on public institutions. Citizens have continuous interfaces with government officials openly or secondarily. These affect the dominion of municipalities, the judiciary, community hospitals or schools, or the civil servants in the ministries and institutions. Government officials make decisions and provide services so that citizens become responsive to the choices that they have required from them. Interfaces between citizens and government officials, along with citizens' involvement in dealing with them specify the style of governance and how government services are provided (Jamil & Askvik, 2013). In the absenteeism of trust, citizens become suspicious of their political organization and frustrated with the prevalent system. Distrust may generate inaccessibility and extraction from the political process, departure behind a constricted, subtle state that cannot form national wealth or practice a shared dream for national development (Diamond, 2007). In contrast, interfaces between citizens and government officials, along with citizens' involvement in dealing with them specify the status of governance and how government services are provided. More constructive interfaces between citizens and government officials may determine the grade of citizens' reliance and trust in government officials. It creates the behaviour of the government officials and their activities more expected as well. This may make the lives of citizens better-off, more definite, less uncertain and complex, and more expectable. A condition of this type is likely to raise democratic and good governance (Jamil & Askvik, 2013). A good number of studies (Askvik, 2011; Jamil & Askvik, 2013; Baniamin & Jamil, 2018) in Bangladesh note that government officials often, almost habitually, do not retain their promises and public institutions rarely follow the rationality of formal institutions where formal behaviour is alienated from individual interests and resolution by administrative prudence (Wood, 2000). An unreliable government organization is likely to produce more public mistrust in public institutions, thus hampering the appropriate working of democracy (Goodsell, 2006). Thus, the comprehensive drive of the study is to explore the association of people's trust in government institutions in light of the following queries-

- (a) What is the nexus between citizen's trust and good governance?
- (b) What are the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organization (the Cumilla City Corporation and the Chattogram City Corporation)?

1.2 Statement of the Problem

Trust was primarily connected with ethical standards. People were reflected to be trustworthy to the magnitude that they were sincere, welcoming, and had solid values and honesty (Jamil & Askvik, 2016). To perplex matters more, it has an assemblage of synonyms— reciprocity, understanding, mutuality, courtesy, esteem, unity, responsiveness, consideration, and association (Newton, 2001). Governance is a tactic that includes old thoughts and philosophies in an innovative platform and assertions that designate a Modernism. It is a manner of mechanism calculated and disseminated by the West (Khan, 2003). It is extensive and seems to be an all-encompassing idea which shields a diversity of parts: the excellence of accountability, effectiveness, comprehensiveness and receptiveness, performance, entitlements and approach, voice and adoptions, etc. Through the preceding decade, an obvious transferal in the theory is observed in accepting the magnitudes- intensity and viewpoints concerning the function of the government, administration and citizens (Aminuzzaman, 2018). Trust in regime signifies the reliance of citizens in the activities of a regime to do what is correct and apparently rational (Easton, 1965). As per the view of OECD (2013) trust in government institutions is significant for the achievement of a widespread series of public plans, programs, and principles that rest on the support and the amenability of citizens. The equilibrium concerning trust and distrust is flowing – yet once more. From the 1980s, the change to public area restructuring stimulated by the New Public Management (NPM) on familiarized a sequence of improvements that might be contended to be grounded on shared distrust between public segment players (Van de Walle, 2010). More recently, trust has been revived as an efficient spectacle assisting interfaces, decreasing business expenses, and generating improvement.

Lack of trust creates dissatisfaction of citizens towards the government thus hampering sustainable development. Good governance entails good communication concerning bureaucrats and citizens. Citizens retain an eye on the regime, make a decision about regime performance,

and regulate their desired level of bureaucratic preference consequently (Cooper et al., 2008). Trust can resolve the strains between accountability and elasticity “by intensifying citizens’ inclination to obtain government power” (Kim, 2005).

Good Governance is the program of global donors. But in most cases, the Worldwide Governance Indicator (WGI) by the World Bank is used for assessing the governance performance of different countries. In the area of governance, the World Bank contains provision reform, confirming accountability for the suitable use of public properties (Khan, 2009). Public facilities are currently suffering great difficulties concerning the delivery of service.

An indispensable element of local-level democracy is constructing robust acquaintances between citizens and the institutions that characterize them (Glover, 2017). Distrust in government is frequently accredited to low government enactment. The anti-government situation and adverse pictures of bureaucrats reveal a common feeling that the government is not working well. Different reform agendas, for instance, the New Public Service and the New Public Management, have been projected to converse decreasing trust. These agendas diverge with one another in basis, policy apparatuses, and political effects, however, they share an intrinsic notion that better performance indicates better trust (Yang & Holzer, 2006). Universally, services are provided to the citizens through local government institutions at the local level.

As worldwide, local governments are a significant instrument for confirming democratic and participative ascendancy in a state (Alam, 2016). South Asian states also have boarded on numerous determinations to modernize their public administration. Yet, governance has not coped to reply to the societal and political requirements of citizens ample to their discontent and their lessening trust to governments in South Asian states (Jamil et al., 2013). In Bangladesh, there exist two categories of local government institutions, rural and urban. The institutions of rural local government since 1991 have been (a) Union Parishads, (b) Upazila Parishads and Tejgaon Circle, and (c) Zila Parishads. The Upazila Parishads were abolished in 1991. In the Zila level, the Zila Parishads are in a declining situation. The Gram Sarkar at the ward level is a different addition that has been created as a supportive institution to the Union Parishad. However, it is not a full-sized local government organization. The urban institutions of local governments are namely (a) Paurashavas (Municipalities) (326) and (b) City Corporations (12) (Siddiqui & Ahmed, 2016).

Local urban city managements in developing states incessantly face the challenge of enlightening the excellence of public provision lack the capability to articulate and instrument suitable strategies and executions that reply to the encounters of decentralized governance, financial growth, globalization, citizen involvement, info technology, and inter-segment association. The strains of financial and societal progress and decentralization affect citizens' prospects of local government receptiveness, accountability, and transparency as well (Kim, 2009). In the context of Bangladesh, the problem of trust in governance is often reflected as one of the most significant political and societal problems, particularly in the public arena and its state of governance apparatus. The citizens' trust in government officials indicates the government's acceptability and prevalent support as a fruitful political institution. The lower level of trust of citizens towards the whole governance scheme leads to the lower level acceptability and popular support and vis-à-vis (Kahhar et al., 2014). In developing states like Bangladesh, government sectors are vast and have usually been influential in delivering elementary facilities, for instance in education, health, structure building and preservation, law and order preservation, water and hygiene, dirt and drainage, street lighting, etc. The different government sectors are extensively involved in administrations like local governments, parastatal institutions, municipalities, and field level activities of the regime. Government officials are, grounded on their immense knowledge and acquaintance, obligated to make the right decisions in the best interests of the populaces. Populaces are, thus, repetitively in need of these establishments for valuable, well-timed and competent service transfer. Furthermore, they are intermingled with public officials to catch amenities systematically. The present study is based on Cumilla City Corporation and Chattogram City Corporation of Bangladesh. Now, the citizens who are intermingled with officials of Cumilla and Chattogram City are the respondents of the study. In these circumstances, it is essential to know about the level of citizens' trust and governance of local government such as how local-level elected representatives and officials are serving the general public. Thus, a scale of measurement is needed to determine whether the trust level is deficient or not. So, the existing research is an endeavour to explore Citizens' Trust and Good Governance in Local Government Institutions (LGIs).

1.3 Research Objectives

This study pursues the following objectives to investigate the different dimensions of the projected research theme (i.e. Citizen's trust and governance in the context of the performance of local government institutions):

- (a) To explore the nexus between citizen's trust and good governance in the context of local government institutions;
- (b) To identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organizations (the Cumilla City Corporation and the Chattogram City Corporation).

1.4 Scope and Limitation of the Study

Scope denotes the limits and boundaries of a study. This study is based on two City Corporations, namely, Cumilla City Corporation and Chattogram City Corporation. It has not been possible to widely cover all the City Corporations as local government institutions. The reasons and rationale for the choice of these two City Corporations have, however, been discussed and rationalized in the methodological section.

The first one is Cumilla City Corporation. Cumilla is one of the oldest cities of the subcontinent and it was declared a municipality in the year 1864 and Cumilla Sadar Dhakin Paurashava was acknowledged in 2003. The historical declaration of the Cumilla City Corporation on July 10, 2011, put an end to these two Paurashavas and their contingent areas. Currently, the area is 53.04 sq. km and its population is 5 lac. City Corporation is most liable to provide services like water supply, road communication, waste management, drainage system maintenance, street lighting, birth and death registration, issuing of trade license, non-motorized vehicle license, recreation, etc. (GoB, 2016).

Another scope of the study, Chattogram City Corporation derived from the name of Chattogram Municipality that was established on June 22, 1863. The preliminary space of the newly shaped Municipality was simply 6 sq. miles. Chattogram Municipality was retitled on June 27, 1977, as Chattogram Paurashava. The Paurashava was advanced on September 16, 1982, to Municipal

Corporation. Afterwards, on July 31, 1990, it was retitled as the Chattogram City Corporation. Currently, the City Corporation area is distributed into 41 wards (GoB, 2018).

At present, local government institutions are serving the citizens of Bangladesh. The present study covers these two areas as one is old and another is newly established City Corporation. The comparison within the two shows the situation and insight on trust and good governance in a profound way.

However, the study is on two City Corporations where there are a total of twelve City Corporations in Bangladesh. If I could incorporate more City Corporations, a complete picture of trust in local government institutions in Bangladesh can be focused. The absence of more local government organization is a limitation of the present study. The study is a nexus between citizens' trust and good governance aspects in local government institutions. Here, the respondents involved have representativeness of the population and straight connections in receiving services from city corporations. A greater number of respondents may make the study more representative. The study, limited by the duration of data collection and funds is unable to discover influences from the City Corporations. The existing study in examining the performance viewpoint of trust in local government institutions considers citizens' satisfaction level in numerous services accompanied by institutional objectivity on diversified services. But it does not see the sights of certain other factors for instance policy choices, society involvement in policy, corruption, etc. due to time and resource limitations.

1.5 Initial Literature Review

A literature review provides the foundation of knowledge on a specific issue. As an introductory chapter, some initial literature reviews are discussed in this section. It has been divided into three segments, including initial literature review, the importance of trust for good governance, and past work on trust.

1.5.1 Basics of Trust in relation to Governance

The foundations of people's confidence in political establishments have transformed significantly in contemporary years (Rahn & Rudolph, 2001). Local government establishments are recognized with the concern of preserving order, law, and "good governance". Moreover,

they are charged with the task of stimulating the financial and public well-being of the societies, confirming an active and justifiable supply of qualitative and quantitative facilities to the populaces within their spaces of dominion. These facilities comprise education, health, transport arrangement, and water resource management. To accomplish that task of communal service supply to the public, local government establishments receive higher funds from the central level of government and the supplementary fund arises from local bases that contain fees, taxes, licenses, and duties along with outer bases (Makorere, 2012).

“Trust” is rational when the trusting definite is supposed to have some acquaintance of the trusted thing. An individual may repose trust in another for interpersonal reasons. Such interpersonal trust may be nurtured by close contiguity, transfer from practice with similar entities, or simple predilection of definite features of the trusted (Cariño, 2008). The intricate tasks confronted by the government in every state cannot be encountered fruitfully without the status of public service being reappraised. Consecutively, this imposes that the outmoded public service philosophy can be strengthened. The definite basic values connected with public service differ from state to state. There are, however, some qualities and/or values linked to public service integrities, for instance, honesty, reliability, neutrality, admiration for the rule of law, veneration for individuals, among others. These values/qualities differ from one individual to another and from one state to another. The general standards are, yet, common to all states: public servants are assessed to treat each citizen with respect, integrity, and honesty; to be neutral and justifiable in their activities; and to confirm accountability and efficiency in the provision of facilities (Brillantes & Fernandez, 2011). This acknowledgement has unlocked new prospects for citizen participation in recent years, with the propagation of an extensive variety of accountability apparatus intended at swelling citizen opinion and effect over public strategies and the usage of public properties. Such intrusions share the mutual aim of permitting citizens to perform a livelier role in the choices that distress them, with the assessment decreasing the accountability gap concerning populaces and policymakers as well as enlightening the delivery of public facilities (Chene, 2008). Because of the political, socioeconomic, and traditional variations, the functional structure has been changed in democracy.

Trust concerning populaces and their public officials and elected agents is a vibrant component of a soundly governed society. On the nonexistence of trust, people become pessimistic about

their political arrangement and dissatisfied with the prevailing order. Distrust may create disaffection and withdrawal of people from the political procedure and without this a fragile government that cannot organize national assets or form a combined dream for state progress. If it embitters for a very extensive period, pervasive and deep distrust may ultimately produce a repercussion in contrast to the political order and exploration for more thorough, anti-system choices. Unsuccessful conditions like rebellions, civil wars, and other shocking issues show the presence of poor governance and lack of trust in citizens towards the government, within diverse political groups or parties, and among ethnic, communal, or class assemblies (Diamond, 2007). To form people's trust in government, the regime must administer well: more evidently, sensibly, accountably, and instantaneously, with more vigorous engagement with the community and particularly more severe reverence for the law and the community concern.

Practically all local governments provide facilities to people for trust formation. Parker et al. (2008) acknowledged five crucial benefits of growing trust above this elementary level:

- (a) Readiness to involve: Trust possibly leads to greater election attendances and involvement in discussions.
- (b) Superior assurance in decision making: Populaces are more possible to trust the board to create the finest choice.
- (c) Superior inclination to receive 'unwanted' choices: Trust hints the public to be less critical of critical consequences.
- (d) Superior assurance in the delivery of service: Populaces are keener to trust that effects will take place as assured.
- (e) Tolerance of faults: Populaces are more probable to receive disappointment if they trust that the panel was performing its best.

1.5.2 Importance of Trust for Good Governance

A democratic government will not endure for an extended period if it does not form and endure the citizens' trust. Not only democratic governments but also in any government trust is essential. Paradoxically, even leaders who may have gain power by a coup d'état or any other

method of illegal capture of power can progressively build trust amongst citizens, high opinion their rights, and relish popular support. In comparison, the leaders elected by free and fair elections may quickly lose trust if they do not provide and sentient up to people's hopes. Building trust in government is the dominant part of good governance. It can be constructed with comprehensive policies improving people's well-being and security. However, it can also be missing (Popovski, 2010). The key causes of "distrust" or "catastrophe of trust" in governance are breaking promises, ineffectiveness and the antipathy of the government performers or the policymakers to those they are thought to work, therefore trustworthiness of the government institutions are essential to find out what makes the government services more liable and approachable to citizens and society at large. Growing trust in government raises citizens' acquiescence by public establishments. Such acquiescence makes the procedure of governance relaxed as support from the citizens increase, thereby reducing societal and financial costs of encouraging acquiescence (Kahhar et al, 2014).

The actual trust of management in democracies is chastised in institutions that are continually inspecting the enactment of government performers and warranting punishment if essential (Levi, 1998). An unquestioning and a trustworthy administration is a prerequisite of liable consensus democracy, mandatory for a trusting populace and trustworthy management, and indispensable for providing organizational shields to citizens. If there is a catastrophe of trust from the side of citizens, then the entire governance structure (specifically in the procedure of policy construction and policy execution) would then endanger the entire democratic scheme of the state (Kahhar et al, 2014).

According to Putnam et al (1993) "Trust lubricates cooperation. The greater level of trust within the community, the greater likelihood of cooperation. And cooperation breeds trust". Trust in government specifies a correspondence between citizens' inclinations and the apparent real working of government. When there is trust, this does not essentially mean that the government is working in a method that would normatively be defined as good governance, in its place trust refers that government is working in the mode that is chosen by population. Still, good governance and the ideal model of the working of government will frequently correspond (Bouckaert & de Walle, 2003). On the one hand, the match concerning citizens' expectations of excellent services from government institutions, provided that services by these establishments

satisfy the citizens, may turn into a problematic equation and the subsequent incongruity is certainly a ground for confidence that government officials are unable, corrupt, unreliable, non-transparent, non-accountable, and inflexible and this is where the matter of catastrophe of trust approaches in the governance scheme on the other hand (Jamil & Askvik, 2013). So, we can say, the “distrust” or the “catastrophe of trust” on a logical or normative level, of the government institutions and the governance may be a good condition for democracy. Feeble or uncertain trust is seen as essential to endorse responsiveness, accountability, transparency, on the part of the institutions to endeavour for efficacy and deliver better facilities to the populace. This ensures that all of these issues are considered as positive symptoms of “good governance” of a country.

1.5.3 Past Work on Trust

Numerous studies have been done in the respect of “Citizens’ Trust”. Diverse researchers have studied from diverse facets to demonstrate such matters, but there are hardly any studies that focus on the “Citizen’s Trust and Good Governance in Local Governance Institutions (LGIs)” issue. Moreover, they made their studies from diverse theoretical arrangements.

Baniamin et al. (2019) inspect whether an authoritarian cultural alignment can elucidate high levels of trust in the civil service in three South Asian states namely Bangladesh, Sri Lanka, and Nepal. The research question in this article is whether high authoritarian cultural direction leads to high institutional trust irrespective of organizational performance. The study reveals that an authoritarian traditional alignment in the model states impacts trust in their civil service, irrespective of institutional performance. Moreover, this study specifies that this cultural alignment can even keep impact on the professed level of performance; that is, individuals with higher demanding cultural alignment are inclined to have higher assessments on diverse performance pointers like the gradation of productivity of the civil servants. In this analysis, the utmost stimulating result has been the consequence of authoritarian cultural alignments on institutional trust. While the influence of institutional performance is well recognized in the investigation, accompanying rational choice theory, less consideration has been specified to the function of issues like authoritarian culture in explicating institutional trust and the presence of greater institutional trust notwithstanding poor governance.

Beeri et al. (2018) inspect the affiliation between the local-level performance management and peoples' satisfaction with, as well as satisfaction, in their government. By operating data amassed by Israeli local establishments over the contemporary years, some questions were answered including "Have years of performance management efforts been operative in terms of good governance? What affiliation do they have with citizens as service receivers? What are the inferences of this practice for future modifications in public administration?" Three information circles were utilized regarding (1) citizens' satisfaction with and trust level in government, (2) the practices of senior-level local government officials with performance management plans, and (3) the objective features of the local government establishments. Outcomes specify that performance management is connected with greater levels of citizens' trust in and fulfilment with local government. Besides, society's socio-economic position controls the arbitrated affiliation between performance management and, the contentment and trust of people. Inferences of these results are discussed, and recommendations for upcoming analyses are suggested.

Baniamin & Jamil (2018) examine citizens' trust level in Anti-Corruption Agencies (ACAs) in three states (namely, Bangladesh, Nepal, and Sri Lanka) designate that despite ACA's low level of efficiency in restraining corruption, trust level differs. The Nepalese ACA has a greater level of trust than Sri Lanka and Bangladesh that is received by directing mostly lower-level public officers. However, it fails to lessen the level of corruption in Nepal; people still incline to trust ACA more. This is a result of the upper reflectiveness of ACA's events. Such outcomes specify the procedural difficulty to use "trust" as a substitute for institutional performance. It was observed that the level of institutional trust was connected with the respondents' fulfilment with life; such fulfilment was also impacted by whether or not they had been visible to corruption. These kinds of ACA interferences have also facilitated government respondents' level of certainty in it. The ACA allows corruption to happen particularly in Bangladesh. Instead of adjusting corruption, it has become a politicized and influenced apparatus for repressing opposition-party representatives. This ACA directs a vibrant idea about the terrible effects of dissenting with the government. Such subjectivity can scarcely mark it trustworthy.

Vigoda-Gadot & Mizrahi (2016) emphasizes on contemporary democracies and administration. The objective of the book is to improve a trust-centred theory for the settlement between the

bureaucratic apparatuses of the contemporary government and the standards of democratic government. These findings specify that the public is inclined to trust administrative organizations more than elected representatives. Certainly, the utmost level of trust drives to government servants in their capability as entities who deserve acknowledgement for the valuable effort they provide for every one of us. The study discovers the multifaceted affiliation concerning numerous variables that affect and are inclined by trust in organizational activities and democratic apparatuses. Founded on this study, the book proposes recommendations for rearrangement of bureaucratic actions in a technique that might be able to re-establish trust in the government segment and the democratic arrangement.

Teo et al. (2008) indicate that trust in government, although not trust in technology, is associated to trust in the websites of sue-government. The outcomes recommend that excellent views by citizens to a certain website of e-government are impacted by their trust in the websites of e-government. This analysis also discovers that online trust is partially impacted by offline trust in the government. Thus, whilst website features like information excellence, system excellence, and service quality views are generally observed as crucial achievement issues that have an impact on the ending consequences of e-government in footings of efficacy and efficiency, these insights are actually reliant on the trusting affiliation between customers and the government. Henceforward, government activities are essential to accentuate trust-constructing instruments in holding customers for their online government facilities. By enchanting “satisfaction” and “target to endure operating” as two ultimate dependent variables, this analysis locates that features from both tributaries of work are not only good forecasters but also inevitably entangled. Further exploration can deliver a larger and more profound assessment of how states can effectively involve customers in their e-government attempts. It is vital to reflect the function of trust in addition to different website excellence features in accepting e-government achievement.

Berdykhanova et. al (2010) deliberates trust matters and challenges have been confronted by e-government inventors throughout the procedure of acceptance of online government facilities. Notwithstanding of the ostensible welfare such as online services’ proximity and redeemable costs, the rate of acceptance of e-government is internationally below experts’ expectancies. An apprehension of e-government acceptance is prolonged by trust matters which are obstructing citizens from receiving online government sector facilities or employment with e-government

inductees. A citizen's choice to use online schemes is manipulated by his/her readiness to trust the atmosphere and the organization. Trust creates citizens' contentment, distributing particular information, and constructing an online government deal. Thus, trust is a meaningful concept that must be analytically examined in the setting of diverse e-taxation representations as a portion of e-government ascendancies. This study recommends the execution of the "Trusted Platform Module (TPM)" as a resolution for attaining a greater level of citizens' trust in the matter of e-taxation. Low charges and safety strength make this method a more appealing safety resolution in online facilities link to other prevailing safety skills. Execution of TPM in the e-taxation scheme will support to advance citizens' trust and devotion and will be steered through numerous steps. The supplementary ways of the research are the assessment of the consistency of TPM knowledge and citizens' contentment with the level of trust.

Yao (2014) empirically inspect the performance of the local government administration, transparency of information and technology, citizen's involvement in local governance, social capital distress, and government trustworthiness at an individual-level; what roles that performance of administration plays amongst citizen's trust and other projected predictors; and whether local government administrative procedures inspire state and federal government trustworthiness. The factors of government trustworthiness are multi-faceted, with administration performance being vital. Moreover, a combined outcome-process viewpoint is vital for a comprehensive image of government trustworthiness. Politicians and administrators must seek equilibrium between citizen-focused value and organized performance to attain a suitable level of citizen's trust in government. The study specifies a necessity to improve cooperative administration from passive approachability to honestly relating citizens and cross-government organizations in policy formulation and execution. Information technology plays an important role in influencing citizens' trust in government, but information technology would not simply provide administrative efficacy. However, it plays a role in encouraging e-participation, e-governance, and democracy as well.

Guerrero (2011) identifies the effect of service delivery progress on elementary structures like education, health, etc. The paper appeals to the hypotheses upstretched in prior interviews by Medellin, Colombia government officials, commercial groups, and civil society establishments. The qualitative study recommended that a rapid advancement in the city's less preferred districts,

united with a sturdier implementation of the regulation of law, might have effectively elevated the usually low levels of political and official backing in the city, breaching the balance of distrust in government. Moreover, this study offers a quantitative experimental finding, and it evaluates the comparative significance of practical (or organizational) even-handedness, opinions of developments in service provision, definite service provision, and contentment with services, as potential substitute channels to reconstruct trust in institutions. Additionally, the paper inspects the spillover effects of trust on concerning institutions. For this assessment, microdata from a widespread local view census are utilized, encompassing citizens' calculations on service supply and excellence of the regime. Taking spatial and inter-progressive magnitudes in service provision into consideration, the study exposes how observed developments in diverse government services may have a diverse effect on citizens' views of the performance of government and trustworthiness.

Oskarsson (2010) contends that comprehensive or societal trust plays a vital but yet misinterpreted function in explicating political support. The key hypothesis shapes that the consequences of political backing on performance-centred issues are greater among low trusters compared to high trusters. From 23 European states, the researchers analyse this interface hypothesis in a diversified level model, exercising cross-national survey data. The outcomes intensely approve the specified hypothesis. In this paper, researchers have contended that to resolve this inconsistency we have to comprehend the vital although misinterpreted role played by widespread trust in explicating political support. The theatricalization of comprehensive trust as an ethical appeal attribute directed to a hypothesis about the affiliation concerning citizen involvement and assessments of government performance, comprehensive trust and, political backing. We must imagine the influence of political backing on evidence about, understanding with, and assessment of the functioning of the political scheme to be better amongst low trusters compared to high trusters. The actual significance of comprehensive trust does not lie far from its straight influences and rather in its acclimatizing effect on other analysts of political backing. By the approach of inference, it must again be argued that the theoretical case in this analysis is fairly typical in appeal. In accepting comprehensive trust as an elementary character attribute, it must anticipate trust to soften the affiliation concerning information about, knowledge with, and assessment of a companion's act and the truster's reaction.

Askvik et al. (2011) scrutinize the forms of popular trust in partisan and government institutions in Nepal. Researchers enquire to what degree such trust is connected, on one hand, to peoples' societal and partisan characteristics, and conversely, to citizens' observations of organizational performance. Researchers' findings prove that trust in government organizations differs significantly. Trust is greater for many professional organizations, for example, schools and clinics. Correspondingly, it is quite elevated for local government institutions. Trust in the government and the parliament is much less. Besides, the study reveals a fragile affiliation concerning identity variables and institutional trust. Demographic and societal features of members such as caste, religious and political relationships, have a slight impact on the elucidation the situation of citizens' trust in government and political institutions. Such trust principally relies on how citizens evaluate the performance of these organizations. Therefore, forms of institutional trust rely on how accomplices assess the present macro-political condition in Nepal, whether current political variations are adjudicated to have gone on the correct track. In a broader and more reasonable viewpoint, the researchers' outcomes from Nepal fit with a performance-centred theory of institutional trust, whilst, to a great level, disapprove of identity-centred clarifications. The outcomes accentuate the importance of constructing trustworthy and sustainable organizations that see democratic philosophies and recognize all people's democratic rights. A different Nepal is more likely to take form when the populaces' certainty in government and political organizations is improved through insertion and trust construction.

Yang & Holzer (2006) expresses that though the linkage between performance of government and citizen trust in regime appears instinctive; the link is not maintained in several of the literature. This piece contended that the trouble of empirically representing this linkage is embedded in the trouble of outlining and assessing the performance of government expressively. Performance extent can develop the citizens' trust in the regime through citizen involvement in the assessment procedure or secondarily by enlightening citizens' opinions of the performance of government. To attain this prospect, existing performance-measurement exercises must be enhanced: to the extent of what citizens are actually cautious about, to be extra methodical and assimilated across institutions, to contain other central objects, and to come to be a continuing participatory procedure in which regimes and citizens are equally renovated.

You (2005) contends that the impartiality of society has a greater impact on its level of social trust as opposed to its homogeneousness. Societies with reasonable technical guidelines for democracy, rational management of systems (freedom from corruption, and rational (comparatively equivalent) income circulation) generate inducements for trustworthy conduct, improve standards of trustworthiness, and improve relational trust. Grounded on a multi-level examination exercising the “World Values Survey” data that comprises 80 states, the researcher located that (1) liberty from corruption, revenue parity, and developed democracy are related with trust, whereas ethnic variety loses worth once these issues are taken into consideration for; (2) corruption and disparity have a contrary influence on customs and views of trustworthiness; (3) the adverse influence of disparity on trust is because of the skewness of revenue before its simple diversity; and (4) the adverse influence of marginal position is greater in more unsatisfactory and undemocratic states, reliable with the equality clarification.

Diamond (2007) expresses that trust concerning citizens and their government officers and elected agents is a vigorous component of a well-directed society. In the lack of trust, citizens turn pessimistic about their political arrangement and dissatisfied with the prevailing order. Distrust can create isolation and extraction from the political procedure, leaving behind a low, delicate government that cannot activate national possessions or form a shared vision for nationwide progress. If it rankles for a very extensive period, pervasive and penetrating distrust may ultimately produce a reaction counter to the political direction and exploration for more sweeping, anti-system replacements. Unsuccessful states, revolts, civil wars, and other associated stressful disappointments of governance all segment in common the deficiency or downfall of trust: between citizens and the government, among diverse political groups or parties, and among ethnic, societal, or class clutches at the mass level. The central cause of community distrust in a regime is that the regime does not justify being trusted. Too frequently, the key determination of the government is to help fulfil individual interests instead of public necessities and to dishonestly accrue riches for the office-holder, his family, associates, and party. This is profound delinquency. It influences the essential motives and expectations of political life. To shape peoples’ trust in a regime, the regime must administer better: more obviously, sensibly, responsively, and accountably, with more vigorous arrangement with the public and especially more severe admiration for the law and the public concern.

Blind (2007) made efforts to institute the definite and probable causative relations between diverse types of trust and active governance. Trust, mutually in its societal and governmental practices, is the prerequisite of good governance. Trust and good governance nourish one another: trust strains good governance, and vice-versa. The three key performers of governance are the state, the private sector, and civil society. In this three-party dissection of labour, the government generates a supporting political, financial, and legitimate atmosphere; the civil society enables the political and societal interface, and the private sector produces jobs, belongings, and facilities. Good governance is merely the pleasant interface of these three performers. The link between good governance and trust is spherical. Whereas trust in government and its agents stimulate good governance, good governance in sequence produces and reinforces trust in entirety of its variants. The view of societal and administrative trust with reverence to good governance speculates that political frontrunners can forge and retain trust by executing the following approaches:- a) Presenting honest care for the community good by following reliability concerning their verses and performances b) Determined to represent the welfares of their communities efficiently, although with the repeated aim of aiding the societal good c) Executing political restructurings that will upsurge political trust openly and societal trust ultimately, for instance, modernization and decentralization in public administration.

Brillantes & Fernandez (2011) focus on the matter of the ongoing decay of trust in government and the necessity for restructuring. The decay of trust in government has been carried about by several issues including incompetent and unproductive service delivery, discarding of public assets, deficiency of honesty in government, graft, and corruption, poor status of leadership, extreme red tape, unproductive reform, and organizational variations, excessively centralization, amongst other effects. In short, insensitive governance has been liable for the persistent deterioration of trust in government. The paper presents a structure of extents of restructuring necessities with the overall aim of re-establishing trust in government. These extents contain the issue as (1) restructuring in organizations and arrangements, comprising restructuring in administrations, methods, and actions; (2) institutions in approaches, standards, and conduct; (3) reorganization of leadership at several levels; and (4) restructuring among the populace, i.e., citizen assignation and/or citizen involvement. They investigate by studying numerous patterns in the Philippines including red tape, graft, and corruption, and inadequacies in the regime's politico-administrative atmosphere.

Bouckaert & de Walle (2003) express that good governance is thought to be revealed by trusting and satisfied citizens. Trust in regime specifies the resemblance between citizens' inclinations and the apparent genuine working of the government. Trust and satisfaction assessments are subject to other issues as well. Views of governance, even when persons have entrance to objective dealings, are not essentially reflecting the actual condition. People with low trust will not be able to observe a great number of encouraging actions of the government since observation to a great magnitude is idea-focused (for instance; regime never does something good) as an alternative of data-focused (for instance; governance needles show an escalation). An undying reversal of the held stereotypes, through the determination for good governance can result in better trust.

1.6 Rationale of the Study

A central supposition in the present public administration discussion regarding citizen trust in government is that it is considered significant to have more trusting citizens. Low trust is perceived as a sign that the government should be undertaking somewhat erroneous measures or that public facilities don't provide, and is a purpose for concern since low trust is perceived to be connected with a lessening of public participation and unwanted voting conduct (Nye et al., 1997). Great altitudes of public trust are observed as a signal that the government executes efficiently, capably, and representatively. Trust is unavoidably significant in a democratic society since democracies trust in the voluntary acquiescence of citizens to the authorities' directions. Citizens should stay attentive, exclusive of this being distrust. This attentiveness "is revealed in an agreed of institutions and vigorous population" (Lenard, 2008). In the literature review segment, a lot of discussions have been done on the importance of trust. The present research seeks to study the level of citizens' trust on government institutions (local body) of Cumilla and Chattogram City Corporation of Bangladesh with the prime objective of reviewing the causal linkages between citizens' trust and good governance; identifying and understanding the nature and extent of citizens' trust based on the selected indicators in the context of the studied organizations (Cumilla City Corporation and Chattogram City Corporation), and explore the implications of citizens' trust for good governance in the studied organizations.

The Cumilla City Corporation is a newly developed city corporation in Bangladesh and Chattogram City Corporation is one of the oldest ones. As an urban local government

organization, it has been serving the city people of Cumilla. It has a direct interface with its citizens as it is involved in delivering elementary services, therefore, it is significant to study the trustworthiness. Thus, such a discussion on the trustworthiness of the civil service is essential to address what creates the government service more accountable and approachable to citizens and the community at large. This research is an accumulation of such discussion, particularly in the perspective of developing states like Bangladesh, where government institutions and civil servants are liable for and delegated with a lot of service provision. This research emphasizes on the trustworthiness of civil servants and to what extent such dimensions of trustworthiness is connected to the trust in the civil service in Bangladesh. This may improve citizens' trust in government institutions. Trust in government institutions indicates that citizens have optimistic prospects about members of such institutions and are willing to follow the processes that will create positive consequences for themselves and for the community in general. Moreover, trust in public institutions assumes that people have assurance in the apparatuses recognized sanctioning the behaviour of officeholders, therefore, that when the latter diverges from what is suggested they will be held accountable. A significant method to institutional trust emphasizes upon the trustworthiness of institutions: i.e., the apparatuses for selecting and regulating the conduct of formal managers so that they deed in compliance with definite roles and accountabilities. Bureaucratic provisions which stimulate capability and decency amongst civil servants demonstrate such apparatuses for generating a trustworthy civil service. More usually, promise-keeping, truth-telling, justice, and unity are requested to be vigorous values for augmenting official trustworthiness. Citizens' trust in government institutions indicates to what extent people have a reliance on the officials of public offices based on how they perform and act permitting to official norms, i.e., to what extent government officials are reachable, supportive, friendly and approachable to citizens' needs, demands, and ambitions along with to what extent these are satisfied. In such a condition, this study proposes to measure the "Citizens' Trust and Good Governance in Local Government Institutions (LGIs) in Bangladesh".

Here, the researcher selected a newly developed and one of the oldest city corporations. So, the comparison between the two will be fruitful. This study may be useful to academics, intellectuals, and other investigators as well. The study may authenticate the prevailing literature on trust and/or produce new understandings in this field that may support to increase the knowledge of diverse stakeholders at large and policy researchers in certain.

1.7 Composition of the Thesis

The thesis consists of eight chapters. The first chapter is introductory, it includes the background of the study, statement of the problem, research objectives, scope of the study, initial literature review, the importance of trust for good governance, past work on trust, rationale of the study and, limitation of the study. The second chapter deals with research methodology which includes research approach, research design, study population and sampling, study area, and the reason behind the selection of the study area, data analysis, and interpretation. The third chapter provides the conceptual underpinnings and theoretical framework of the study. The fourth chapter discusses the evolution of local government in Bangladesh and also deals with the present status of local government structure in Bangladesh. Chapter five presents the nature and extent of the citizen's trust on the basis of quality service delivery in Local Government Institutions (LGIs). The sixth chapter focuses on the nature and extent of citizens' trust on the basis of social capital and citizens' satisfaction in Local Government Institutions (LGIs). The seventh chapter is dedicated to the citizens' trust and good governance in Local Government Institutions (LGIs). Lastly, chapter eight of the study presents some future implications and concluding observations of the study.

1.8 Conclusion

Citizens' trust and good governance have been observed as an interconnected thing. A state which has a strong base of good governance can increase economic growth and citizen's trust by proper implementation of social welfare programs. On the other hand, the absence of political trust create dissatisfaction within citizen and withdraw themselves from the political process. Finally, this situation leads to a fragile state with less development (Yousaf et al., 2016). This chapter presents the key concern of the study which is Citizens' Trust and Good Governance in Local Government Institutions (LGIs). This chapter sets the background of the study and highlights its study significance from numerous perspectives. In order to evaluate the "Citizens' Trust and Good Governance in Local Government Institutions (LGIs)", the study pursues the following objectives to investigate into the diverse dimensions of the anticipated research theme (i.e. Citizens' trust and governance in the setting of the performance of local government institutions):

- (a) What is prevailing the nexus between citizens' trust and good governance in the context of local government institutions;
- (b) What is the nature and extent of citizens' trust founded on the selected indicators of good governance in the specified organizations (the Cumilla City Corporation and the Chattogram City Corporation)?

After this introductory discussion, the next chapter dwells on the major conceptual and theoretical underpinnings of the study on the basis of extensive secondary literature review. The extensive literature review helps the study explore the trust and good governance issue in a comprehensive manner.

Chapter 2: The Research Methodology

“Methodology connotes a set of rules and procedures to guide research and against which its claims can be evaluated. It is therefore fundamental to the construction of all forms of knowledge. While it is too simplistic to liken it to a recipe, it could be thought of as a set of guidelines that are widely known and generally adhered to.” (Miller & Brewer, 2003: 192)

2.1 Introduction

This chapter presents the methodology used in this study. Studying citizens’ trust and associated issues is a complicated exercise, and no single technique can claim adequacy in capturing the diverse shades and connotations of trust. This study has accordingly adopted a mixed-method approach. This chapter designs and rationalizes the use of different research methods and techniques as applied in the study. The purpose of this chapter is also to discuss the selection of appropriate respondents and sufficient representation of the respondents. The chapter discusses the demographic profile of the questionnaire survey and the Key Informant Interviews (KII) involving the common citizens, elected representatives and the City Corporation staff. Another part represents the demographic profile of the case study respondents and the third part represents the demographic profile of focus group discussion members. Finally, the chapter also focuses on the limitations and ethical considerations of the study.

2.2 Research Methodology

The methodology of research, put simply, is a manner of systematic determination of the research matter. It can be understood as a science of appraising how research is done systematically. In terms of its nature, the proposed study is an “exploratory social research” as it endeavours to investigate the two issues of exploring the link between citizen’s trust and good governance, and identifying and understanding the nature and extent of citizen’s trust based on the selected indicators of good governance in the studied organisations (Cumilla City Corporation and Chattogram City Corporation of Bangladesh).

2.3 Research Approach including Methods Used

A research design is a blueprint, construction and plan of examination to get the responses to research questions or problems (Kumar, 2011). A research strategy design is the plan or

comprehensive strategy that the researcher seeks to execute in the study. It incorporates operationalizing variables accordingly so that it could be dignified by choosing a sample of the research, assembling data to be utilized for hypothesis testing and examining the outcomes (Thyer, 2009). Design is thus a technical strategy for conducting the study, therefore, the investigation justifies the aim of rationality, fairness correctly and parsimoniously. It allows the researcher to theorize the functioning plan- actions and jobs to be contented, secondly, it ensures that the events confirm the validity, neutrality and accuracy of the responses of the research questions (Kumar, 2011). Therefore, it works here for both points.

There are three major methodological approaches in conducting a social science research scheme. These are quantitative, qualitative and mixed methods. Quantitative research practises numerical and statistical techniques and the techniques are inclined to be grounded on the numerical dimensions of the definite facets of the phenomenon (King et al., 1994). On the other hand, qualitative research is a technique for discovering and accepting the sensible entities or groups, assigned to society or human issue (Creswell, 2009). The mixed-method includes amassing both qualitative and quantitative, incorporating the two methods of data using discrete intentions that may contain theoretical moulds and philosophical contexts (Creswell, 2014). This definition authorizes inspecting mixed methods as a comprehensive umbrella word incorporating viewpoints that perceive it as a research technique of data collection and exploring a methodology that extends the procedure of research from logical statements to explanations, the viewpoint of research, and agreed process utilized within prevailing research plans, for example, case studies, experimentations, and descriptive assignments (Given, 2008). Devising both qualitative and quantitative plans organised as mixed methods, the report is able to demonstrate the persistence of objectivity, accurateness and disparity of facts.

In order to satisfy the outcome of the research objective, the present study is centred on both qualitative and quantitative methods. It is an effort to find out the citizens' trust and good governance in Local Government Institutions (LGIs) in Bangladesh, which is the key research objective of the present study.

So, the key advantage of engaging this mixed approach in the present research is that it allows the researcher to attain a deep understanding of the findings (Newman, 2013). Additionally, a qualitative approach can be utilized not only to settle the findings of the quantitative study but

also to clarify any unanticipated outcomes found in the quantitative study (Maxwell & Loomis, 2003).

2.4 Research Design

Figure-1 below shows the research design of the study. First, the prevailing literature was properly reviewed in order to accumulate contextual knowledge and to recognize research gaps, which was then directed to the research objectives. To solve these research objectives, a theoretical ideal was developed grounded in the knowledge produced from the review of the literature. The settled model contains the concepts and variables that were operationalized for the development of the questionnaire.

In the first segment of the study, the questionnaire surveys were used to incorporate into the model. The model was developed by appraising previous research and by pursuing input from trust specialists. A statistical investigation was then implemented to evaluate and improve the model. In the second segment of the study, the refined model was tested through Key Informant Interviews (KII), Case Study and Focused Group Discussion (FGD) to balance the quantitative data and aid further examination and elucidate the issues recognized as stirring the citizens' trust in Cumilla City Corporation and Chattogram City Corporation of Bangladesh. Finally, the findings from both the quantitative and qualitative studies are reflected and its inferences are drawn. After that, guidelines for future research are also recommended in the concluding chapter. The following segments will be specifying every research movement in greater detail. The model shows that the study is highly dependent on qualitative and relatively less dependent on quantitative data.

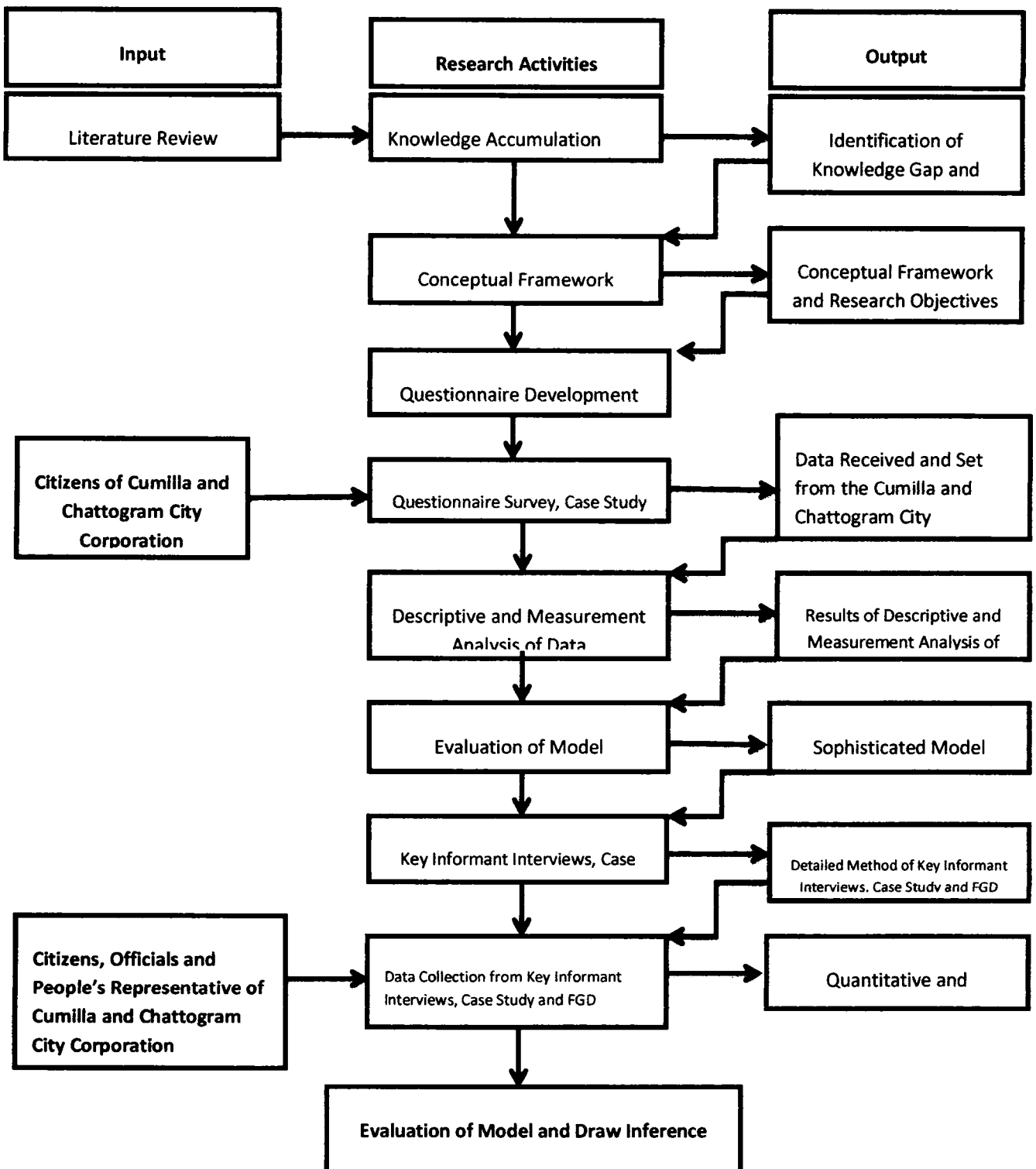


Figure 1: A Schematic Presentation of the Research Design.

2.4.1 Primary Source

It is argued that the result and the excellence of a study rest on the accurateness of the data. Primary data was acquired through a survey method. Survey methodology pursues to recognize the philosophies of the designing, gathering, administering and studying of reviews that are connected to the cost and value of survey estimations. This means that the field emphasises on refining quality within cost limitations, or rather decreasing the total for some set level of feature (Groves et al., 2011). The area is to get data that genuinely reveal variances amongst the respondents, and the supposition is that the more indistinguishable the enquiries are in the footings of expression, arrangement, etc., the more rationally the differences in answers can be accredited to the definite disparities amongst the respondents in the footings of the variables being dignified (Sufian, 2009). The key objective of this research is to hear about the level of trust in an organisation; therefore, the survey method is the best vital means by which the research can attain trust level data from a large number of respondents that signify the entire population.

Another source of data collection is the Key Informant Interviews (KII). From interviewing the key respondents, the researcher was able to collect qualitative information. The interview method was helpful to gather the information and the inner expressions of the respondents regarding the research issue. These few interactions of questions and answers survey a definite conversational stream collective in qualitative interviews. This stream can be divided into (1) question, (2) cooperation of value regarding the question elevated and the themes focused, (3) particular explanation from the interviewee, (4) the interviewer's clarification of the explanation, and (5) code. Then the series can switch over with a different query, or else -in this case- more questions about the same explanation can be pretended (Brinkmann, 2014). The case study here is also used by the researcher to find out the trust and good governance issues. Researchers engaging in a case study, simulate that what is educated from specific cases will be distinctive, therefore, generalizable. It is for this aim that case analysis, however apportioning with exclusive circumstances, transmit theoretical pretences. To be certain, case studies are occasionally assumed overtly for the individuality of the case and simply for descriptive drives. Yet, these case studies practice a root for succeeding additional examination and theorizing. Case studies are correspondingly commenced to comprehend the "outlier" case-that very exclusive occasion, organisation, cluster, etc., so as to comprehend what is lost from our more widespread theorizing

(Mills et al, 2010). Focused Group Discussion (FGD) also provided a useful insight into trust issues. Focus groups can be expanded equally as a self-controlled way and a method which might be used in combination with others. Suppleness then is one of the most important welfare of this method. Focus groups are repeatedly perceived as a rapid and relaxed method of functioning research. This is obviously a misconception that frequently stains the appearance of qualitative research altogether. The focus group technique is frequently assumed as an alternative procedure to group interviews. But it is important to focus on the transformations concerning both attitudes. With the assemblage form of interviewing, the importance is employed on the questions and answers between the investigator and the respondents. Focus groups instead trust the interface within the focus group itself. Favourably the advantage of this interface is the distribution of opinions, practices and stories concerning the respondents, and the perceptive and rich data which is frequently shaped (Miller & Brewer, 2003). So, finally, both of these techniques were used to help assess the activities of the players regarding the trust issue of Cumilla City Corporation and Chattogram City Corporation.

2.4.2 Unit of Analysis

With the intention of assessing the “Citizens’ Trust and Good Governance in Local Government Institutions (LGIs)”, the main research questions of the study are “What is prevailing the nexus between citizen’s trust and good governance in the context of local government institutions?” and “What is the nature and extent of a citizen’s trust founded on the selected indicators of good governance in the specified organisation?”. To discover the responses, the study examines two (2) local government institutions, i.e. city corporations; therefore the unit of analysis of my present study is the “City Corporation”. There are twelve (12) city corporations working in Bangladesh. The study comprises two (2) city corporations (local government institutions), one is Cumilla City Corporation and the other is the Chattogram City Corporation.

2.4.3 Study Population and Sampling

To tackle a research question or hypothesis of the study, the type of people and study locations that will yield the best data and the total number of respondents comprising the populace need to be determined (Creswell, 2007). In ascertaining the sample size of the research, the sample size remains contingent on various issues, for example, homogeneity or heterogeneity of the

population, number of classes, rule of statistical orderliness, the extent of the questionnaire and the type of sampling. If the population sample is more or less homogenous and geographically dispersed, even subsequently a small sample size might work well enough for the objective of the study (Aminuzzaman, 2011). Though when directing the study, the respondents were selected from those who had arrived straight to city corporations to get their services. This has facilitated the research to acquire evidence from citizens who have involvement practices and knowledge in receiving services from city corporations. Results from sampling permit the research to draw extrapolations to the people (Creswell, 2014). In purposive sampling, definite units are taken purposefully as per the judgment of the researcher. Here, the key effort of the researcher is to make the selection representative. However, this technique followed a small sample but one that is highly representative (Aminuzzaman, 2011). On the basis of age, gender, geographical location (covering 27 wards of the Cumilla City Corporation and 41 wards of the Chattogram City Corporation) and economic status, of 160 people in each city corporation were selected to accomplish questionnaire survey (Appendix- 1). In the second phase of the study, Key Informant Interviews (KII) was taken to balance the quantitative data and to do further inspection and clarify the issues accepted as stirring the citizens' trust in the Cumilla City Corporation and Chattogram City Corporation. In this segment, 40 people from each of the city corporation samples were selected to accomplish Key Informant Interviews (KII) focusing on the representation of officials and people's representatives of Cumilla City Corporation and Chattogram City Corporation. A questionnaire format was used for the interview (Appendix- 2 & Appendix- 3, Appendix- 4). 5 case studies were also done in each city corporation. All the respondents were considered for the case studies because of their exclusive knowledge. Such cases are also reflected as a foundation for several foundations of data to verify with the survey findings. Key informants of this study have been nominated based on the individuals who are directly or indirectly associated with the City Corporations and have knowledge on the working procedure and service delivery style of City Corporations and were in a situation to provide independent opinions. The key respondents have been interviewed with an organised questionnaire to evaluate the citizens' trust in the studied city corporations to deliver services by reporting their understandings and clarifications. Finally, Focused Group Discussion (FGD) served as a great tool for gathering qualitative data. Three FGDs were conducted in each City Corporation. A total of six FGDs were arranged in different wards comprising different age

groups. Each FGD comprised ten members with a total of 60 participants in the FGDs. The FGD participants had provided a great deal of information with the FGDs being considered as a diverse source of data to validate with the survey's findings. The three categories of respondents there include officials, people's representatives and citizens.

Table 1: Criteria and Number of Respondents

Method of Data Collection	Criteria	Number of Respondents
Questionnaire Survey	age, gender, geographical location (covering 27 wards of the Cumilla City Corporation and covering 41 wards of the Chattogram City Corporation), economic status	160 from each City Corporation
Key Informant Interviews (KII)	Officials and people's representative	40 from each City Corporation
Case Study	officials, people's representative and citizens	5 from each City Corporation
Focused Group Discussion (FGD)	officials, people's representative and citizens	30 from each City Corporation (total 60)

As expressed earlier, this study is predominantly based on the quantitative method. Qualitative data also elucidate matters. The findings from the both quantitative and qualitative were very helpful to accomplish the purpose of the study and reflect a picture of the perceived level in the "Citizens' Trust and Good Governance in Local Government Institutions (LGIs) in Bangladesh".

2.4.4 Study Area & Reason behind Selection of the Study Area

Local Government (LG) in Bangladesh are of two types which are the rural local government and the urban local government (Mallick, 2004). The rural dimension of local government currently exists in Zila, Upazila and the Union level. In the urban areas, Local Government Institutions (LGIs) are established as Paurashavas and City Corporation (CC) to serve the city people (Siddiqui & Ahmed, 2016). A lot of previous studies worked on rural Local Government Institutions (LGIs), especially the Union Parishad. However, limited research has been done on

the urban local government. In the urban local government, the dynamics may not reflect well in the matter of Paurashavas. That's why the researcher has chosen the urban local government. The Cumilla City Corporation is selected as a research area because this city corporation is newly developed and it is currently in a formation stage. This study area can serve the purpose of the study well.

2.4.5 Secondary Sources

Secondary data sources include:

- (a) Secondary Literature Review: books, journals, newsletters, research reports, websites, and other pertinent documents.
- (b) Official Document Survey: An attempt was made to access the official records and data from the relevant institution and ministry.

2.5 Data Analysis and Interpretation

Data analysis is the procedure of scrutinizing, classifying, tabularizing, analysing, or else reuniting both qualitative and quantitative indications to address the early intention of the research (Yin, 2003). Data analysis and interpretation is the most interesting part of this research. Exploratory analysis processes are influential tools that can address an extensive range of theoretical questions. These processes define possible relationships at a large scale and then permit the multivariate methods for assessment of affiliations. In other words, exploratory analysis stipulates the relationships by permitting the technique and the data to delineate the nature of the relationships (Hair et al., 1998). After instituting the validity and reliability of the dimension, the conceptual model here evaluated. As discussed earlier, the key determinant of the model evaluation procedure will explore the causal relations among the model concepts. This is because statistical analysis not only necessitates the use of refined data tools, for instance, SPSS (Statistical Package for the Social Sciences), but also it necessitates the undertaking of inferential statistics, for instance, correlation and regression in a very careful method as well. The descriptive exploration encompassed an inspection of the profiles of the respondents and the screening of data. It also encompassed a preliminary examination of the mean values to attain a

comprehensive picture of the respondents' insights concerning each concept, grounded on the whole survey population.

The key determination of the qualitative study is to approve the findings produced from the quantitative studies, i.e. to confirm the model which will be measured and developed from the earlier model assessment phase. To attain this, the study engaged a qualitative interview technique. Key Informant Interviews (KII) were designated as the research technique for this measure of the study as it can deliver the researcher a prospect to discover quality service delivery, social capital and citizen's satisfaction as defining dynamics of trust. Moreover, Key Informant Interviews (KII) were taken in a friendly environment that motivates respondents to both flexibly converse their thoughts and to interact with one another. Case study and Focused Group Discussion (FGD) also provided significant insight into the matter of qualitative data analysis. All four case studies and three Focused Group Discussion (FGD) help to incorporate the unique experiences of the respondents. All the cases and FGD are measured as a base for the manifold basis of evidence to verify with the survey findings. Furthermore, due to the multifaceted nature of trust spectacle, the interview here reflected a suitable method to find out the "good governance outcomes".

2.6 Demographic Profile of the Respondents

2.6.1 Demographic Profile of the Respondents of Questionnaire Survey and Key Informant Interview (KII)

The demographics of the population are one of its most important characteristics. In general, demographics are the qualities of gender, race, age, home ownership, disabilities, employment status, location, etc. which are used to specify different groups of people. Demographic trends display the demographic changes in a population over time. In this study, the age, gender, occupation, educational qualifications, and the duration of service were considered as important demographics of the respondents.

Table 2: Respondent's Demographic Profile

Profile	Cumilla City Corporation			Chattogram City Corporation		
	Common Citizens	Elected Representatives	City Corporation Staff	Common Citizens	Elected Representatives	City Corporation Staff
Gender						
Male	126(78%)	16(80%)	14(70%)	132(82%)	16(80%)	14(70%)
Female	34(22%)	4(20%)	6 (30%)	28(18%)	4(20%)	6(30%)
Age						
15-25	42(26%)	4(20%)	6(30%)	16(10%)	2(10%)	2(10%)
25-35	30(19%)	2(10%)	8(40%)	74(46%)	2(10%)	6(30%)
35-50	50(31%)	10(50%)	2(10%)	40(25%)	8(40%)	8(40%)
50-65	30(19%)	2(10%)	4(20%)	22(14%)	4(20%)	2(10%)
65+	8(5%)	2(10%)	0(0%)	8(5%)	4(20%)	2(10%)
Occupation						
Doctor	6(4%)	0(0%)	0(0%)	6(4%)	0(0%)	0(0%)
Businessman	92(57%)	12(60%)	0(0%)	82(51%)	16(80%)	0(0%)
Engineer	8(5%)	0(0%)	0(0%)	12(7%)	0(0%)	0(0%)
Teacher	20(13%)	4(20%)	0(0%)	6(4%)	2(10%)	0(0%)
Others	34(21%)	4(20%)	10(100%)	54(34%)	2(10%)	20(100%)
Education						
Primary	16(10%)	2(10%)	0(0%)	4(3%)	2(10%)	0(0%)
SSC	12(7%)	4(20%)	2(10%)	32(20%)	4(20%)	2(10%)
HSC	28(18%)	2(10%)	6(30%)	32(20%)	0(0%)	4(20%)
Honours	80(50%)	6(30%)	2(10%)	50(31%)	12(60%)	2(10%)
Master	24(15%)	6(30%)	10(50%)	42(26%)	2(10%)	12(60%)

Duration of the Service of the Officials						
0-15			16 (80%)			8 (40%)
16-25			0 (0%)			0 (%)
26-35			2 (10%)			10 (50%)
36-45			2 (10%)			2 (10%)
Total	200					200

Table 2 shows the respondent's demographic profile of Cumilla and Chattogram City Corporation. Gender is one of the demographic factors to measure citizens' trust for both genders. In the common citizen's category, 78% were male and 22% were female in the Cumilla City Corporation. In the case of elected representatives, 80% were male (the highest in all categories) and 20% were female. In the category of city corporation staff, 70% were male and 30% were female. In Chattogram City Corporation, 82% of the respondents were male and 18% were female in the common citizen's category. On the other hand, of the 20 elected representatives in this study, 80% of the respondents were male and 20% were female. Additionally, in the city corporation staff category, of the 20 respondents surveyed, 70% were male while the remaining 30% were female.

The respondent's age is another socio-demographic element of the study. The respondent's age was placed into one of the five age clusters/ groups. They are 15-25 years, 25 to 35 years, 35 to 50 years, 50 to 65 years, and 65 years plus (+). In Cumilla City Corporation, the highest number of respondents was from the 35-50 years age group in the common citizen's category. This ratio was 31%. In the elected representative's category, the highest number of the respondents belonged to the 35-50 years age group as well with a ratio of 50% of the total number of respondents in that category. In the Cumilla City Corporation staff category, the highest number of respondents belonged to the 25-35 years age group with a ratio of 40% of the total number of respondents in that category. In Chattogram City Corporation, the highest number of respondents in the common citizen's category belonged to the 25-35 years age group comprising 46% of the total number of respondents in that category. In the elected representative category, the majority of the respondents belonged to the 35-50 years old group making up 40% of the total number of

respondents in that category. Finally, 40% of the Chattogram City Corporation staff surveyed belonged to the 35-50 year age group which is the highest in that category.

Occupations of the respondents have significance in determining citizens' trust in public organizations. Respondent's occupations were divided into several categories and groups such as doctor, businessman, engineer, teacher and others (private employees). Of all the Cumilla City Corporation respondents surveyed, 57% were businessmen, the most common occupation in the dataset. In the elected representative category, the most common occupation was about a businessman comprising 60% of the elected representative respondents. The City Corporation staffs surveyed were concentrated on City Corporation activities while in Chattogram City Corporation common citizen's category, 4% were doctors, 51% were businessmen, only 4% were teachers and 34% had other professions in Chattogram City Corporation. According to the elected representative's category, 80% were businessmen and 20% were in other professions. Naturally, the City Corporation staff respondents were engaged in other occupations related to City Corporation activities.

The survey data consisted mostly of literate people. It is commonly accepted that educated people have a greater tendency to access city corporation facilities and are better aware of the organizational arrangement. Considering the educational qualifications of Cumilla City Corporation the common citizens' category, 10% of the respondents received primary education, 7% received secondary education, 18% received higher secondary education, 50% completed an honours degree, and the rest 15% held a master's degree. Most of the elected representatives (30%) received an honours degree. Most of the city corporation staff (50%), however, held master's degrees while in Chattogram City Corporation, the majority of male respondents (common citizens and elected representatives) hold an honours degree with 60% of the city corporation staff holding a master's degree.

Work experience is a very important matter of consideration in measuring the socio-economic situation of any organization. The more experienced the City Corporation staffs are, the more skilled they become. In the Cumilla City Corporation respondent's dataset, most (80%) of the City Corporation staff surveyed had 0-15 years of work experience. Another 10% of the City Corporation staff had 36-45 years of work experience. On the other hand, from the Chattogram City Corporation, it was observed that most (50%) of the male City Corporation staff had 26-35

years of work experience, 40% of City Corporation staff had 0-15 years of work experience, and another 10% of City Corporation staff had 36-45 years of work experience.

2.6.2 Demographic Profile of Case Study Respondents

It reveals the methodical framework of the study. The demographic profile of ten cases and six focus group discussions are shown below. The case study states the various service-related experiences of the City Corporation mayors, councillors, City Corporation staff and elected representatives. The focus group discussions also state the various issues and problems associated with the City Corporation's service provision.

Table 3: Case Study from Cumilla City Corporation and Chattogram City Corporation

Cumilla City Corporation	Category	Name	Age	Rank	Ward No.	Place	Date	Time
	Case Study 01	Md. Kabir Hossain	57	Councillor	08	Bishnupur	12-01-2020	3.30 P.M.
	Case Study 02	Nasima Begum	40	Citizen	08	Bishnupur	23-01-2019	09.35 A.M.
	Case Study 03	MD. Billal Mia	32	Ward secretary	14	Muradpur	24-01-2020	01.30 P.M.
	Case Study 04	Nasir Uddin	67	Citizen (retired Police officer)	02	Shaktala	01-01-2019	2.30 P.M.
	Case Study 05	Ms Shirin Sultana	38	Women Councillor	10, 11,12	Rajgonj	5-01-2019	10.30 A.M.
Chattogram City Corporation	Case Study 06	Md.Oliullah	50	Secretary	22	Enayet Bazaar	19-01-2020	3.30 P.M.
	Case Study 07	Md. Habibur Rahman	58	Citizen	32	Anderkilla	19-01-2020	3.00 P.M.
	Case Study: 08	Sathi Akter	39	Women Councillor	12	Saraipara	21-01-2020	2.00 P.M.
	Case Study:	Md.Kamal	53	Citizen	39	Deewan Bazar	20-01-2020	3.30 P.M.

09	Hossain						
Case Study: 10	Md. Habibur Rahman	58	Citizen	03	Anderkill	19-01-2020	4.00 P.M.

Source: Field Survey, 2019-2020.

Table 3 above shows the case study profile of the respondents. In Cumilla City Corporation, a total of five case studies was conducted. People from different categories were used in these case studies, including common citizens, councillors, a ward secretary and a retired police officer. Different places/wards were also used. Diversified data were collected from these case studies. In Chattogram City Corporation, different places and a diverse group of people were used to find diversified data. These people were experienced with the local government system and its functions. With these case studies, the researcher collected many in-depth insights regarding the subject matter.

2.6.3 Demographic Profile of Focused Group Discussion's (FGDs) Member

Table 4: FGD from Cumilla City Corporation and Chattogram City Corporation

Cumilla City Corporation	Category	Members	Ward No.	Place	Date	Time
Cumilla City Corporation	FGD 1	Male: 6 Female: 4	12	Bojropur	01-12-2019	3 P.M.
	FGD: 2	Male :6 Female :4	2	Chhotara	02-12-2019	10 A.M.
	FGD: 3	Male: 6 Female: 4	8	Kandirpar	03-12-2029	4 P.M.
Chattogram City Corporation	FGD: 4	Male :6 Female :4	29	D.T Road, Madarbari	18-01-2020	11:20 A.M.
	FGD: 5	Male: 6 Female :4	40	Katgor, Muslimabad	19-01-2020	6:30 P.M.
	FGD: 6	Male: 6 Female: 4	40	Nandan Kanan	20-01-2020	2 P.M

Source: Field Survey, 2019-2020.

Table 4 shows the FGD profile of the participants. In Cumilla City Corporation, these FGDs were conducted in three wards. There were ten respondents in every FGD. Out of ten people, six were male and the remaining four were female. The three FGD were completed in this way. By these FGDs, a lot of information was collected which helped in drawing the conclusions of this study. In Chattogram City Corporation, these FGDs were conducted in ward no. 29 and ward no. 40. Different categories of people participated in these FGDs. They freely shared their opinions about many factors of the City Corporations. In this system, the researcher collected diversified authentic data.

2.7 Validating the Data

Validity, for the determination of this research, refers to the tools needed to do the study efficiently on determining the citizens' trust and good governance in local government institutions in Bangladesh. According to Creswell (2007) validity works for two causes: it inspects the data quality along with the consequences. Validity denotes that the researcher can find and develop an expressive implication from the outcomes to people.

Validity is concerned about whether the research followed the proper methodology and techniques used in comparable research on measuring citizens' trust and good governance issues and whether the results of the report have sufficiently responded to the research questions. Measuring citizens' trust and good governance had been a difficult task from a methodological aspect. Employing only one questionnaire survey for analysing trust issues and performance was not sufficient. Triangulation denotes to collect data utilizing various systems and to look at the research question from several perspectives (Phillips, 2014). Thus, Key Informant Interviews (KII), Case Study and Focused Group Discussion (FGD) worked as an indispensable part for verifying the information. On top of this, due to the researcher's profound understanding of the functions of the City Corporations and the other different secondary sources, the difficulty of validity issues has been addressed adequately. The extent of citizens' comprehensive trust on quality service delivery, social capital and citizens' satisfaction were carried out on the source of summated measure. On the other hand, regulatory quality, voice and accountability and government effectiveness were considered as "good governance outcomes". All these scales deliver calculation in assessing the consequences. Finally, data triangulation was done to confirm

and validate data for corroborating the results of the study. The analysis upholds the procedure concerning the database's use, accompanied by the means and practices applied.

2.8 Deductive Approach

To deduce is to make rational inferences by the procedure of maintaining logic; deduction is the course of analysis by which rational decisions are sketched from accepted common grounds. In procedural information, deduction is a tactic of data analysis, justification and theory that perceives experimental social research as directed on the source of a hypothesis resulting from a social theory which is then verified against experimental inspection and then successively utilized to settle or counter the novel theoretical scheme. This method is known as deduction since research hypotheses are inferred from a theory by the procedure of rational perceptiveness (Miller & Brewer, 2003). The present research contains deductive methods. The diverse objectives (not hypotheses) in the prevailing research have been verified to expose the rapport between the dependent and illustrative variables.

2.9 Ethical Codes

Ethical codes are the directions stipulating what is correct and decent, in addition to what is incorrect and immoral in research. The standard ethical codes (e.g. Given, 2008) were followed as strictly possible within the limitations of the study (the limitations are noted in the following section). In following Given (2008) and Israel & Hay (2006), attention was given to the following: protection of research respondents, an increase of trust in them, the elevation of the honesty in the research, defending against wrongdoing and misdeed that might be revealed about the institutes or organisations and dealing with different challenges that need to be taken into consideration by the investigators.

The current study has preserved the anonymity of the respondents and each of them was completely notified about the objective of the research. Written consent was acquired from the particular city corporations in bearing out the survey from the respondents at the city corporations. The research does not reserve any kind of subjective and delicate data. There was no partiality in the assemblage of data and the exploration does not have any undesirable manipulation of the data throughout data analysis and interpretation tasks.

2.10 Methodological Limitations of the Study

This chapter agrees with the research strategy and methodology embraced for directing the study. As research plans are extensive plans about directing a research, a research technique is basically a method for collecting data. The study is focused on two City Corporations. The researcher's hometown is Cumilla. Here, everybody is familiar with each other due to the small size of the area. So strong cautiousness was followed but some scope of bias remains in data collection. The research design with a cross-sectional design, allowed this study to gather circumstantial understanding and to identify research deficiency, which will later lead to the research objectives. A cross-sectional design involves the assembly of data by survey at a sole point in time determining the views of respondents or specifying the forms of association. Thus, one of the key methodological flaws is the temporal nature of the findings on citizens' trust being assessed by the survey and the probable risk of partiality in gathering data. The assessing tool for exercising a summated scale delivers non-quantitative, particular findings of distinct respondents. Moreover, the usage of the Likert scale confines the respondents to stick to a certain form. This can create boundaries regarding the free flow of evidence throughout the survey. These boundaries were taken into consideration and the results were supplemented by other sources and methods of information such as the Key Informants' Interviews, FGD, case study, and secondary reviews. Resource limitation is a great limitation to conduct the study as well. Though there is no funding to conduct the research.

The study emphasises only on "Citizens' Trust and Good Governance in Local Government Institutions (LGIs) in Bangladesh" as a whole. This study simply attempts to take into account the comprehensive trust viewpoint and not on specified trust centred at a distinct level. The study postulates trust in a constructive facet and overlooks the negative feature of undue trust on institutions which might frequently direct to satisfaction.

2.11 Conclusion

This chapter talks about the details of the study design, research strategy and methodology charted to manage the study. Trust study has been observed as being multifaceted given the diversity of meaning and its applicability to action and citizens' trust. There is no single determining measuring technique for "Citizens' Trust and Good Governance in Local

Government Institutions (LGIs) in Bangladesh”. This research accepts a mixed approach, i.e. both quantitative and qualitative approaches to determine the citizen’s trust and good governance at City Corporation level. The next chapter provides an overview of the evolution of the local government in Bangladesh because the chronological development provides the overview of the development of the local government with respect to the changing needs over time. It will focus on the necessity of progress to retain the citizens’ trust and good governance regarding the concerned institutions.

Chapter 3: Conceptual Underpinnings and Analytical Framework

“Trust has been viewed as a somewhat mystical and intangible factor.” (Griffin, 1967: 104)

3.1 Introduction

This chapter explores the core concepts that underpin the main theme of this study and attempts to develop an analytical framework that will be used for empirical investigation and subsequent analyses. The discussion is organized into three key sections. The first and the second section elaborates on the concepts and associated theoretical connotations of trust, governance, and good governance. The second section also covers the theoretical aspect of performance management. The third section covers some closely related issues involved in trust and good governance aspects. These three key sections provide the basis for the development of an analytical framework as attempted in section four.

3.2 Conceptual Underpinnings

The conceptual underpinnings provide conceptual clarifications of the research issues. The conceptual underpinning in the first section covers the concept of trust, different dimensions and forms of trust, trust in public institutions, governance, good governance, elements/characteristics of good governance, and poor governance.

3.2.1 Trust

Trust is an idea that is extensively adopted in academic and accepted discussions on politics, economics, and culture, however, it is pursued by conceptual abstraction. It is tough to find a commonly recognized operational definition of trust and its dimension. Moreover, scholars are separated about the significance and inevitability of trust for the constancy of political schemes in general and democratic schemes in particular (Vigoda-Gadot & Mizrahi, 2016). Trust is a multi-dimensional thought with diverse implications and functions in the social sciences (Jamil & Askvik, 2015). Trust is grounded on the prospect that individuals will locate what is estimated before what is to be afraid of. Therefore, capability and concern are dominant in considerations of trust. Sometimes a person's trust in others is placed more on how they construct decisions that affect individuals than on in what way they act. Ultimately, trust includes not only the public's views about other individuals but also their inclination to practice that understanding as to the

base for the act. Uniting these thoughts yield an explanation of relational trust as the magnitude to which an individual is assured in, and eager to perform on the source of the words, activities, and choices of another (McAllister, 1995). Therefore, trust is a mental condition encompassing the purpose to receive vulnerability founded on optimistic prospects of the purpose or performance of another (Rousseau et al. 1998).

Mayer et al. (1995) delivers the definition of “trust is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the truster, irrespective of the ability to monitor or control that other party. This definition of trust applies to a relationship with another identifiable party who is perceived to act and react with volition toward the truster.” Therefore, trust is eventually a type of venture or uncertain speculation that we create daily to maintain our lives in a complicated and impulsive sphere. Moreover, it is a sensitively stimulating speculation, as to trust somebody is to represent ourselves to the probability of unfaithfulness. The alternates of trusting include separating from societal affiliation or practising dread and control, and influencing the other person to act in a mode we deem trustworthy. In the absenteeism of trust, we have little choice but to choose Machiavelli’s unappealing option that ‘men have less hesitation in offending one who makes himself beloved than one who makes himself feared’ (Parker et al., 2008). Again, Parker et al., (2008) expresses that, “Trust is valuable because it facilitates cooperation and predictability, helping people work together and creating a more effective relationship.

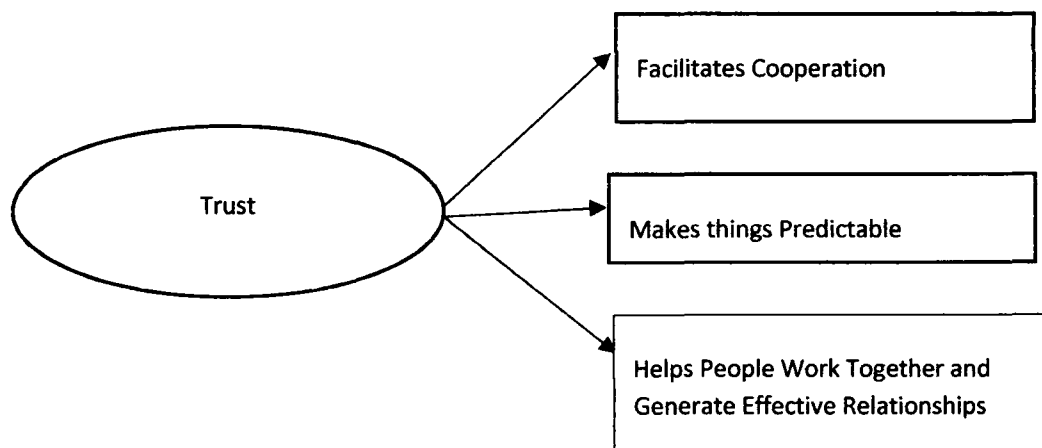


Figure 2: Trust and its Impacts.

Source: Developed by the author based on Parker et al., (2008).

Trustworthiness is anything that makes an individual trustable. Besides, it lessens operational costs (Kim, 2005). Some issues that will influence the trust an individual has for another individual comprise the qualities of the truster. Some people are expected to be more trusting than others. Whilst conversing on this segment, numerous authors have reflected trust from the viewpoint of an individual's overall readiness to trust others (Mayer et al., 1995). Probability and interdependence are essential states for trust, disparities in these issues over the progression of an affiliation between individuals can change equally the level, the prospect, and the arrangement that trust proceeds (Rousseau et al. 1998). Risk is the particular prospect of loss that reveals the viewpoints of the administrator or the decision-maker in an institute (Chiles & McMackin, 1996). In particular cases, the risk might be so little that we incline to practise the label of assurance in the place of trust. On other occasions, the risk can be excessive that we reflect the truster as susceptible. The definite range of risk and the extent to which the truster is compelling a "rational" risk, are both variables. These are repeatedly the purpose of the trustworthiness for not only the trustee but also for those of whom the truster trusts for information and affirmations towards a potential trust-breaker. Occasionally this performer is the truster himself/herself; this is the event where s/he trusts on his/her own evaluations of personality. More frequently, there is a third party who has either evaluated the trustee or will support the trustee if needed. Trust is, then an interactive and logical, although not always entirely intentional act. In various but not the best situations, it hangs upon the certainty in the organizations that back up the trustee (Levi, 1998). The alternative matter is interdependence which denotes a condition where the benefits of a party cannot be attained without trust upon another party. Levels of interdependence essentially change the system trust might take with the kind of the trust of a certain place in provisional workforces being fairly diverse from trust linked with its trouper, essential staff (Rousseau et al. 1998). It contains a situation where a person has the certainty on the other individual or organization to generate an optimistic probability whenever the individual hangs upon the other person to attain the things completed. More trust could take place when there is more interdependence. For trust to appear mutually risky, interdependence is essential. Citizens might have the attitude that in any type of deal or service delivery by government organization, there might be an act of improbability. Therefore, when that outlook can be circumvented, and when the receivers incessantly trust upon service sources (government institutions) in meeting the predictable behaviour, trust appears (Mahmud, 2017).

Trusting Conduct is the level to which an individual willingly hangs upon another individual in a definite condition with a sense of comparative safety, while undesirable magnitudes are also probable (McKnight & Chervany, 1996). Moreover, researchers can consider trusting conduct as a concealed concept with assessable indicators (Glaser, 1978). McKnight & Chervany (1996) reviewed certain trust indicators from the literature of trust:

- (a) compelling to a potential loss grounded in the other's activities;
- (b) employing possessions or power in the other individual's involvements;
- (c) offering open/honest evidence;
- (d) accommodating or job harmonizing;
- (e) inserting informal contracts;
- (f) inserting a bargain with the other individual in under risky situations;
- (g) growing the individual's susceptibility;
- (h) lessening the individual's control over the other;
- (i) permitting another to affect the individual;
- (j) taking risk;
- (k) growing the possibility of the other individual's discretionary control, or growing his/her role;
- (l) lessening the guidelines we place on the other person's conduct;
- (m) involving juniors in decision formulating.

3.2.2 Different Dimensions and Forms of Trust

Cheema (2010) notes five different trust magnitudes as an access fact for discussions on trust:

- (a) Moral Trust, through an emphasis on ethics and integrity;
- (b) Economic trust, through an emphasis on financial effectiveness and non-partisanship;
- (c) Political trust, through the emphasis on political legality;
- (d) Social trust, concentrating on the catalysing results of social capital; and
- (e) Technological trust, focused on in what way technology can generate further democratization.

Governance policies that adopt these five magnitudes are likely to reinforce citizens' trust in authority. Social trust has a solid optimistic influence on trust in authority. Political trust, in

order, provides better political synchronization, public philosophy of bipartisanship, and reciprocated consideration of political transformations.

Again, Cheema (2010) expresses that, trust in government may be further estimated via four supplementary sub-magnitudes: goodwill trust, competency trust, procedural trust, and performance trust.

(a) Goodwill Trust

Citizens accept goodwill trust as forerunners and institutes have created a determination to be participative, all-encompassing, and trustworthy in their approachability to citizens. Consequently, citizens trust that the forerunner or organization is watching out for their greatest interests.

(b) Competency Trust

Citizens accept competency trust as forerunners. Institutions seem proficient in achieving their obligations and functioning their duties, irrespective of the population's trust regarding whether the frontrunners and organizations had their individual best interests in mind. Therefore, competency trust shares the apparent proficiency of the forerunner or organization, in addition to rapidity or accuracy of accomplishing responsibilities and mandates.

(c) Procedural Trust

Procedural trust denotes the uniformity and reliability with which forerunners and organizations follow recognized directions, rules, principles, strategies, and specified processes.

(d) Performance Trust

Performance trust involves certainty in the inclusive output, productivity, and results of the forerunner or organization.

Diverse kinds of improvements can be chosen to adopt particular trust shortfalls in all of the four extents.

Rousseau et al. (1998) provided four practices of trust: Deterrence-based trust; Calculus-based trust; Relational trust and Institutional trust.

(a) Deterrence-based Trust

Deterrence-based trust highlights useful reflections that permit an individual to trust that another person will be trustworthy since the pricy endorsements ready for contravention of trust surpasses any possible welfares from unscrupulous behaviour. Advantage specificity results in the arrangement of substituting costs to individuals, so in operation cost economics, is the standard of deterrence-based trust.

(b) Calculus-based Trust

Calculus-based trust, though grounded on reasonable choice, feature interfaces grounded on reasonable choice and interfaces grounded upon financial give-and-take. Trust arises when the truster notices that the trustee is proposing a constructive act.

(c) Relational Trust

Relational trust originates from recurrent interfaces over time concerning the truster and the trustee. Communication offered to the truster from inside the link itself practises the root of relational trust. Consistency and reliability in preceding communications with the truster contribute to the intensification of optimistic prospects about the truster's goals.

(d) Institutional Trust

Institution-centred trust can influence the method of articulating both calculus-based and relational trust. Functional issues can deed as comprehensive backings for the critical form of trust that bears added risk compelling and factual conduct. These provisions can endure at the institutional level, in the method of solidarity philosophy and at the social horizon, through such social provisions as lawful schemes that defend individual privileges and possessions.

3.2.3 Trust in Public Institutions

The idea of co-construction focuses on partnership and teamwork, and can play an important role in delivering better quality services and in achieving service contentment and public trust (Fledderus & Honingh, 2016). Public administration and theories of democracy oppose each other in whatever the citizens' approach to government must be. Some debate that trust is constructive and distrust is damaging, though others contend that distrust is logical and that trust

is simple (Van De Walle & Six, 2014). As the above-mentioned explanations exemplify, governments throughout the realm are testing with several ground-breaking methods of attending to citizens more efficiently. The 21st century activated a fresh age of globalization, not only for financial trade and investing, but also for technical, societal, and political interface. As of the obligation in an age of globalization for each state to contribute by open markets to global trade and investing, regimes can no longer centrally plan and accomplish national economies or simply deliver outmoded public facilities. International effectiveness will necessitate administrations in countries at each phase of financial progress to fortify market-backup institutes and progress the capability of public administration to attend to citizens competently and efficiently (Rondinelli, 2007).

From public institutions' perspective, trust indicates that citizens have optimistic prospects about the affiliates of those institutions and obey processes that will yield constructive consequences for themselves and people in general. As citizens keep trust in institutions, they might think in the normative impression of an institute, that is a popularly elected parliament must be the finest method to rule society, or that an impartial court structure must protect a reasonable and impartial understanding and usage of the laws approved through the parliament (Askvik & Jamil, 2013). In democratic countries, public institutions are intended to be significant stages for both reflecting popular ambitions and performing as apparatuses to apply strategies and programmes that focus on attaining public wellbeing and fairness. Therefore, the citizens' trust in these institutions is a vital indicator to identify the health and liveliness of the democratic procedures (Shastri et al, 2017).

According to Cheema (2010)

Trust as a multifaceted concept refers to a basic consensus among members of a society on collective values, priorities, and differences and on the implicit acceptance of the society in which they live. It also refers to citizens' expectations of the type of government that they should have, how government should operate and interact with other social and economic institutions and citizenry, and the behavior of political leaders, civil servants, and citizens.

Trustworthiness can connect to both people and institutions. Institutional trustworthiness infers events for selecting and restricting the representatives of institutions so that they are capable, reliable, and probable to perform in the benefits of those being probed to trust the institution.

Therefore, it is not the government or institution which is being trusted or is performing in a trustworthy way. To an extent, while citizens and customers express that they trust an institution, they are affirming a faith that, on average, representatives will demonstrate to be trustworthy (Levi, 1998). Trust construction – mutually amongst individuals and other people and between people and institutes – contains sensitive and reasonable issues and is acclimatized by power relations, individual approaches and even somebody's attitude at several given time. The three utmost significant matters to arise for constructing personal trust were like this:

- (a) Trust has to be constructed as a continuing, two-way connection.
- (b) It has to be grounded on honesty, consistency and uniformity.
- (c) It attempts beyond the logical – there is a vital sensitive facet (Parker et al., 2008).

Again, Parker et al., (2008) expresses four additional factors that came into play when the public was asked to trust a professional or service provider. These are all involved in establishing the competence of the professional:

- (a) Position assurance – e.g. a requirement.
- (b) Knowledgeability – established understanding of the job.
- (c) Proficiency – the capability to accomplish the job at hand.
- (d) Word of mouth – endorsements from trusted bases can transfer trust to an expert.

Yet the citizens' evaluations of an institution are encouraging, this specifies that the institution is acting according to formal standards and citizens' prospects. An optimistic evaluation is expected to increase the legality of an organization and promote social provision. It can be grounded on individual understanding in splitting with a specific organization, or on the consideration of the practices of others. We usually understand from others' practices when creating an optimistic or undesirable observation of an institution. Moreover, our observations are formed by how difficulties are obtainable in the newscast and print media. Thus, trust in a public institution might be shaped straightforwardly through the interface with a specific institution, or incidentally through the practices of others (Jamil & Askvik, 2016). Hardin (1999) contends that decreasing trust in the government might not be unwanted as trust is dependent upon perceptive the inspirations of the trusted and whether it balances with an individual's interests. As governments are working with thousands of organizations, offices, offices, and are

occupied by people that individual cannot certainly understand, the author contends that the individual must trust only when one sees their inspirations or when it is in the individual's best interest to do so.

Institutional trustworthiness involves events for selecting and pressuring the managers of those institutions accordingly so that they are capable, reliable, and ready to perform in the welfare of those requested to trust the institution. Therefore, it is not essentially the institution or authority that is trusted or perceived as trustworthy. Moreover, when citizens and customers express that they keep trust in an institution, they are asserting a faith that, on average, managers will demonstrate trustworthiness (Levi, 1998). Their ground is that institutional trust relies on the way public institutions execute. A satisfactorily functioning government is assumed to be impartial and fair. A trustworthy, consistent, and neutral government elicits amplified trust among citizens. Policy performance—for instance, as evaluated by the scope to which the bureaucracy, the lawful scheme, and the police perform fairly and are corruption-free— inclines to assume the citizens' trust in government (Askvik et al., 2011). Therefore, one mode to comprehend institutional trust is to investigate how associates of a public institution work. This might include scrutinizing the members' functions and the degree to which they obey customs, policies, routines, and standard functioning processes. To what magnitude are the public personnel's activities well-matched with citizens' prospects? A high trust might reveal citizens' contentment with policy performance (Van de Walle & Six, 2013).

Trust in the city corporations linking its service delivery mentions to the certainty and hope that citizens should have on the efficient and capable delivery of essential goods and services comprising elevation of civic involvement from the local government institutions. It should contain a feel of trustworthiness, expectedness, and munificence from the municipality which generates a ground of optimistic prospects. Enhanced service delivery in a neutral and impartial way boosts the legality of the institutions and entices more trust.

3.2.4 Governance

The term governance is nowadays up-to-the-minute; however, it has an extensive history originating from the Greek term *kubernân* connotation to model or pilot or in what way to plan rule construction. Later it was applied in Medieval Latin as *gubernare* with a nearly

undistinguishable connotation (Kjær, 2004). Presently, a usually acknowledged and decided upon definition of “governance” continues to be elusive. There is no agreement or settlement to whatever would be the nature and procedure of public administration and governance (Jamil et al., 2013). Governance, assumed as a composite active spectacle attempts to generate brilliance in governmental processes in a democratic arrangement. Intended to be perceptive to citizens and social requests, it is concerned about a compound atmosphere of connections and interrelations concerning diverse players and organizations (state, society, civil society, the market, international rules, etc.), and amongst various groups of thoughts and applications (social democratic, neo-liberalism, capitalism, etc.). Governance, therefore, has an important effect on policy formulation and execution, and to that conclusion, progress (Zafarullah, 2015).

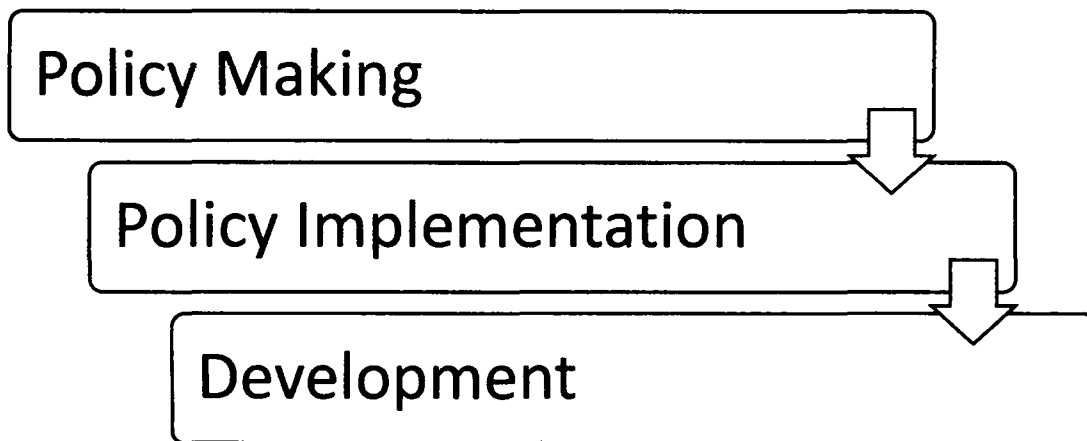


Figure 3: Governance Implications.

Source: Developed by the author based on Zafarullah (2015).

Therefore, “governance” nowadays not only engages an essential phase in the development discussion but also a measure since it is a vital component to be assimilated in the development policy. On top of the worldwide reception of its prominence, transformations, however, exist theoretic preparations, policy recommendations and conceptualization of the topic itself (Hye, 2000). Several consider that governance is the magic tonic for the treatment of key governance difficulties encountered by the developing states. One merely has to recognize in what way to use the appropriate amount of the tonic. Governance whilst a word has also induced disagreements. It has been acclaimed by several and accused by numerous. For its advocates, this has occurred the finest mechanism/object that offers an appropriate grip to cure the diverse

difficulties distressing the governance schemes in various poor states. For its opponents, nothing can be added from the reality. The term “governance” indicates comprehensive decision-making (Qian, 2012). Theoretical work on governance replicates the attention of the social science society in the changing shape in the designs of governing. The outmoded usage of ‘governance’ and its dictionary note describes it as a replacement for government. But with the increasing effort on governance, there has been a rerouting of its usage and importation. Fairly, governance indicates ‘a transformation in the implication of government, referring to a novel procedure of governing; or a transformed state of well-ordered directive; or the innovative technique by which society is ruled’ (Stoker, 1998). Governance is eventually oriented with forming the situations for well-ordered ruling and mutual acts. The results of governance are not thus diverse from the output of government. It is relatively a substance of a transformation in courses.

Governance has three bases: Economic, Political and Administrative (UNDP, 1997).

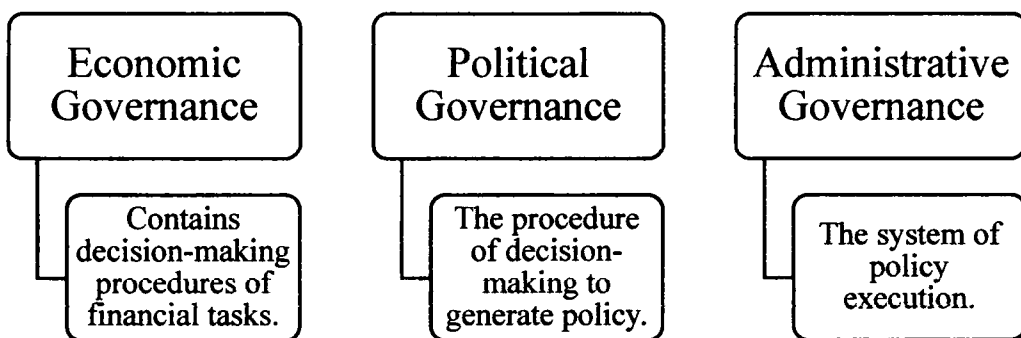


Figure 4: Three Pillars of Governance.

Source: Developed by the author based on UNDP (1997).

World Bank (1992) defines governance as “use of power in the management of a country’s economic and social resources for development.”

Chhotry & Stoker (2009) defines “Governance is about the rules of collective decision-making in settings where there is a plurality of actors or organizations and where no formal control system can dictate the terms of the relationship between these actors and organizations.”

Mark Bevir (2007) defines “Governance can be used to refer to all patterns of rule, including the kind of hierarchic state.”

According to Jon Pierre (2000) “governance refers to sustaining coordination and coherence among a wide variety of actors with different purposes and objectives.”

According to UNDP (2009) “Governance is about processes, not simply about goals. A governance system is made up of institutions, processes and social conventions that together determine how power is exercised, how important decisions affecting society are made and the place accorded to various interests in such decisions.”

For the OECD, governance is “the use of political authority and exercise of control in a society in relation to the management of its resources for social and economic development,” which “encompasses the role of public authorities in establishing the environment in which economic operators function and in determining the distribution of benefits as well as the nature of the relationship between the ruler and the ruled” (OECD, 1995).

Daniel Kaufmann, Aart Kraay & Pablo Zoido-Lobaton (1999) defines “governance broadly as the traditions and institutions by which authority in a country is exercised. This includes (1) the process by which governments, are selected, monitored and replaced, (2) the capacity of the government to effectively formulate and implement sound policies, and (3) the respect of citizens and the state for the institutions that govern economic and social interactions among them.”

Governance is eventually oriented with generating the circumstances for systematic rule and cooperative act. The yields of governance are not thus diverse from the outcome of government. It is somewhat an issue of differentiation in procedures (Stoker, 1998). The idea of governance shares the excellence of affiliation between the regime and its citizens for whom it acts and defends. Governance might be defined as where the related authority if any, utilizes power, exercises power and directs the state's societal and financial possessions to improve growth. In a more particular model, we can express that governance is the approach by those with power use authority. Therefore, governance has societal, political, and financial extents (Sahni, 2003).

3.2.5 Good Governance

The arrival of good governance in the 1980s in the dictionary of development has been attributed to the “effect of influential organizations like the World Bank ... as conditionalities”. So forth might have been the motive for the beginning of the word that its acceptance rests high as revealed by the efforts of many to define the philosophies and features of good governance (Khan, 2009). Good governance must be discovered in the setting of an extensive revelation of growth and diverse conceptions of globalization and the latest technologies. Good governance is an ambiguous idea (Prasad, 2003). Good governance very normally denotes to an incline of worthy features of how government must be carried out (Grindle, 2012). “Good governance” is the exercise of power by numerous heights of government that are active, honest, reasonable, accountable and transparent (Johnson, 1997).

According to World Bank (1994) “Good governance is epitomized by predictable; open, and enlightened policymaking (that is, transparent processes); a bureaucracy imbued with a professional ethos; an executive arm of government accountable for its actions, and a strong civil society participating in public affairs; and all behaving under the rule of law”

According to UNDP (1997)- “Good governance defines the processes and structures that guide political and socio-economic relationships. It ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources.”

Good governance denotes good command, good strategies, and the willingness of public officials and people alike to honour the policies, customs, and standards (Wagener, 2011). Therefore, Good governance is finally about increasing citizens’ privileges – the right to safety, to a well-mannered life, to essential facilities like health, education and clean water, to form and spontaneously express sentiments, the opportunity to vote, and the opportunity to be addressed by people with respect, to pursue redress and to appropriate procedure in law. The global society has a pooled legitimate responsibility under international law to endorse and defend these privileges (Aid, 2009).

3.2.6 Elements/Characteristics of Good Governance

Governance accordingly is observed as the entirety of three key mechanisms: procedure, content and deliverables.

- (a) Procedure: The procedure of governance contains issues, for example, transparency and accountability.
- (b) Content: It embraces values, for example, justice and equity.
- (c) Deliverables: Governance cannot be each procedure and principles. It needs to confirm that the citizens, particularly the weakest, have the key needs and have an existence with self-esteem.

It is only when each these three states are satisfied that governance converts to “good governance” (Aminuzzaman, 2006).

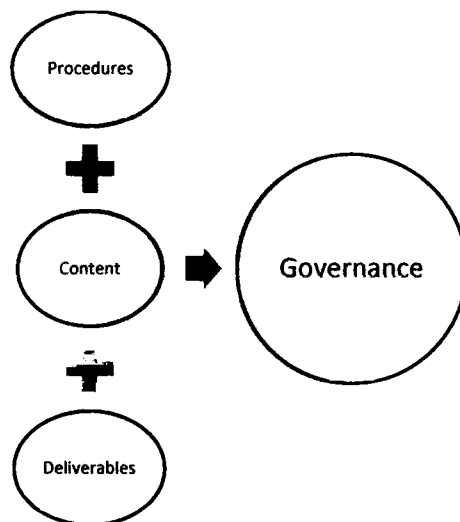


Figure 5: Three Components of Governance.

Source: Developed by the author based on Aminuzzaman (2006).

Governance is considered “good” when it acts for not only any citizen’s interest but also for the utmost poor and side-lined individuals in society. Over time, good governance has appeared to

be more than a value model. Progressively it is assumed as a procedure that when executed in its entirety, hints to sustainable development and transformation (Rahman, 2006).

Different institutes agreed on some governance essentials and features. The presence of all such essentials in any country that endorses it will uphold that the governance structure of that country is “good”. The Worldwide Governance Indicators (WGI) are a long-established research endeavour to create a cross-country sign of governance. The WGI contain six combination indicators of extensive magnitudes of governance covering over 200 states from 1996. These are Voice and Accountability, Political Stability and Absence of Violence/Terrorism, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption (Kaufmann et al., 2011). These six magnitudes of governance offer a suitable approach to an idea about governance matters in addition to a beneficial system of arranging the events of governance. World Bank (1994) express about the need for good governance and its connection with accountability, transparency, and the rule of law have to perform with the influence they construct to societal and financial improvement and to the Bank’s ultimate aim of sustainable poverty alleviation in the developing countries. ESCAP (2009) reveals Good governance has 8 major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and follows the rule of law. International Development Association (1998) focuses on accountability, transparency, the rule of law and participation for good governance. Asian Development Bank (ADB) (1995) takes into account accountability, participation, predictability, and transparency. African Development Bank (1999) reflects on key elements of good governance include accountability, transparency, combating corruption, participatory governance, and an enabling legal/judicial framework. UNDP (1997) categorises the characteristics of good governance as participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability and strategic vision.

Table 5: Elements/ Characteristics of Good Governance

UNDP	ESCAP	African Development Bank	International Development Association	World Bank	Asian Development Bank
Accountability	Accountability	Accountability	Accountability	Accountability	Accountability
Transparency	Transparency	Transparency	Transparency	Transparency and Information	Transparency
Participation	Participation	Participation	Participation	Participation	Participation
Rule of law	Rule of law	Legal and Judicial Framework	Rule of Law	Legal framework	Predictability
Consensus orientation	Consensus oriented	Combating Corruption			
Equity	Equity and inclusiveness				
Effectiveness and efficiency	Effectiveness and efficiency				
Responsiveness	Responsiveness				
Strategic vision					

Source: Developed by the author based on UNDP (1997); African Development Bank (1999); Asian Development Bank (ADB) (1995); ESCAP (2009); International Development Association (1998); World Bank (1994).

However, these organizations have recognized a number of essential mechanisms for good governance, four are usual and collectively documented among these factors. These are accountability, transparency, predictability, and participation. Additionally, participation, lawfulness, accountability, and transparency are measured as key issues to confirm good governance (Benzir, 2018). Yet the notion of good governance in the arena of public administration is not different. This thesis uses the four elements: inclusive, responsive, efficiency and effectiveness, and regulatory quality as good governance outcomes.

Philosophies at the core of good governance are partaking, pluralism, subsidiarity, transparency, accountability, fairness, entrance, partnership, and productivity. The spirit of public administration for a democratic organization is to practise the philosophies of good (democratic) governance with the intention to arrange state organizations, their inner procedures and

instruments, and their assignment. Solely specified, it infers public administration as an elected organization that has the following features:

- (a) It is responsible and evident;
- (b) It is reorganized;
- (c) It is contributory in confirming fair and lawful elections;
- (d) It is grounded on a scheme of checks and balances amongst the executive arm and the parliament;
- (e) It plays a dominant role in fighting segregation and defensive the rights of minorities and underprivileged clusters;
- (f) It has satisfactory management capability to improve the approach to justice;
- (g) It keeps public possessions;
- (h) It delivers an enabling situation for the lively employment and function of civil society and the private subdivision;
- (i) It exploits the authority of information and communication technology to encourage citizens' entrance and involvement in the enlargement procedure;
- (j) It endorses and fortifies partnerships of several kinds to attain aims (Cheema, 2007).

3.2.7 Poor Governance

Poor governance is one of the most significant grounds of government disappointment and lack of advancement (Ciborra & Navarra, 2005). Citizens of the entire world are gradually and crying out for good governance. Therefore, it is vital to differentiate between poor and good governance. The concept "poor governance" has the same indicators : (a) unable to create pure separation concerning the public and the private and thus the propensity to misappropriate the public assets for individual advantage; (b) unable to create a certain structure of law and administrative behaviour favourable to growth or unpredictability in the proper functions of rules and regulations (c) unnecessary rules and policies, authorizing necessities which obstruct the execution of markets and supports rent-seeking behaviour; (d) urgencies inconsistent with the advancement of the state, resulting in improper distribution of resources; and (e) scarcely-based or non-transparent in decision-making (World Bank, 1992). The other indications of poor governance are: "unnecessary costs, poor service delivery to the citizen and unable to attain the

objectives of the plan” (The British Council, 1991). The focus on poor governance is grounded on the principle that is contradictory to good governance. Therefore, if the integral difficulties of poor governance can be evaded then there is a possibility to aim for good governance in the upcoming periods (Khan, 2009). Accordingly, poor governance creates difficulty in a citizens’ life. Corruption, poor law implementation, improper development efforts, lack of transparency and accountability entirely syndicate jointly to generate an atmosphere where civil service, politics, and economy are all badly disturbed, resulting in a depressing prospect for the citizens of a state (Khan, 2007). Hans-Jürgen Wagener (2004) condenses the key characteristics of good and poor governance as:

Table 6: Differences between Good Governance & Poor Governance

Good Governance	Poor Governance
➤ Voice and accountability	➤ Political uncertainty and violence
Participation	Unconstitutional behaviour
Democratic Rights	Military Interference
Liberty of Press And Media	Political Violence
➤ Government effectiveness	➤ Regulatory problem
Administrative Transparency	Incapable Personnel
Reliability	Unfavourable Market Policies
Capability to Settlement	Unsuccessful Judicial Control Mechanism
➤ Rule of law	➤ Graft
Enforceability of Agreements	Corruption
Predictableness of Courts	State Capture
Esteem of The Institutions	Rent-seeking

Source: Adopted from Wagener (2004).

Shortly reviewed, a good government is constitutionally legitimized, efficient, and reliable, while a bad government is erratic, expensive, and corrupt. Such characteristics are shaped not only by proper organizations and their employees, but also to a substantial degree, by informal organizations, approaches, and philosophy (Wagener, 2011).

About all key development organizations nowadays gives the impression that encouraging good governance is a significant segment of their plans. However, since this evaluation proposes that this is a particularly indefinable aim: good governance denotes diverse things not only to diverse institutions but also to diverse players within these institutes. Operational usages of the word “good governance” by donor organizations are inclined to focus on seven crucial parts: human

rights, democracy and representation, effective and operative public management, the rule of law, accountability and transparency, development purposes, and a diversity of specific financial and political organizations. In different terms, they reveal a diversity of usually “good” effects that do not essentially all mix in any expressive method. Therefore, as the donors’ reason to encourage governance developments as a way of encouraging progress and as a reason to conditional aid on the excellence of governance, their indistinct opinion on the idea of good governance assumes their capability to do so equally (Gisselquist, 2012). Therefore, good governance is observed in the matter of what paybacks it can generate for a specific nation. However, this technique of looking at governance not only widens its prospects but also it makes the word more unmanageable and therefore confines its effectiveness. From this assessment, good governance deals with everything under the sun.

After the conceptual underpinnings, theoretical overview of performance management discussed herein section two. In this section performance management, the background of performance management philosophy, performance management in an organization, and importance of performance management are covered.

3.3 Performance Management

Performance is observed from different viewpoints (Bruijn, 2007) and performance management has amassed several connotations (Dooren et al., 2015). Dictionary meanings of “performance” comprise substitute terminologies such as “achievement”, “attainment”, “understanding”, and “success”. Most of these terminologies have to act with the real consequences of public activities, however, some relay to the particular logic of satisfaction practised as an outcome of one’s act (Schiavo-Campo & Sundaram, 1999). “Performance”, if we apprehend the word currently, is not a unitary thought though it is intensely connected to “outcomes”, in relation to productions and results (Bouckaert & Halligan 2008). “Performance” is equally an outcome of administrative and individual actions (De Waal 2002). It denotes to “economy, effectiveness, efficacy, quality of service and fiscal functioning” (OECD, 2007). Cardy & Leonard (2011) articulated “Performance” as “the objectives or movements attained, not the deeds are significant”. Therefore, “performance” is the outcome or consequence-oriented issue. Entire activities are delivered to attain these administrative objectives.

Performance management is a broader idea that emphasises on the organization as a totality comprising the departments, procedures, programmes, plans, products, and the groups or clusters engaged to attain the anticipated objectives of the organization through the distribution of information by different transparent channels of communication, etc. The essential drive for incessant learning is to support linking personnel to progress and attain outcomes, and to cultivate a convincing employment philosophy. In an internationally competitive commercial atmosphere, personnel of institutions are expected to have up-to-date news about the innovative knowledge and skills concerning the market and clients, concerning the nature and category of efficiency in their existing jobs, etc. (Bhattacharyya, 2011). Performance management has amassed many implications. As practically all New Public Management (NPM) seasoned public administration exercises are accompanied by performance management, the function of the theory for exploration decreases. In arguments on performance management, society is frequently at odds (Dooren et al., 2015). Performance management focuses on getting operational efficiency, which in a broader sense refers to the number of attempts that permit an organization to maximise the use of its resources. The necessity for productivity, excellence, and swiftness has reproduced a noteworthy quantity of management apparatuses and systems: total quality management, change management, point of reference, and re-engineering (Korir et al., 2015).

Aguinis (2009) “Performance management is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization”. So, Performance management is reflective of the inputs which result in actions that meet organizational objectives.

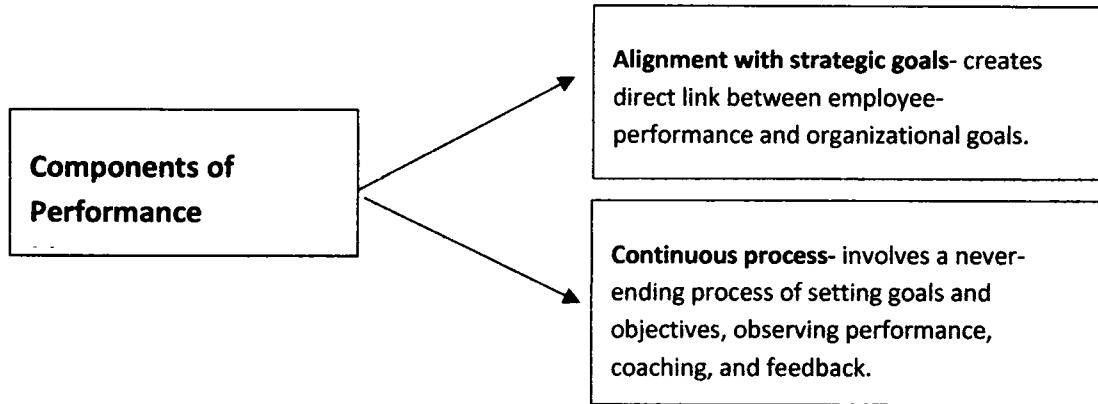


Figure 6: Components of Performance Management

Source: Developed by the author based on Aguinis (2009).

It is repeatedly essential to measure performance by discussing the outcomes that have been achieved in the assessment with the estimated outcome, and the outcomes may be articulated in the qualitative footings as a level of fitness or standard to be achieved. Yet, when measuring performance, it is correspondingly essential to reflect inputs in the form of the degree of understanding, the ability achieved and the behaviour that is evidently in line with the criteria set out in the proficiency structures and declarations of essential values (Armstrong, 2006).

3.3.1 Background of Performance Management Philosophy

The idea of public administration has gone through four stages over the previous 50 years. Traditionally, public administration was professed to be a set of state assemblies, organizations, and procedures. It was categorized amongst other structures by hierarchy, permanence, fairness, regularization, legal-rational influence, and competence. It was likely to deliver human security and safety of property, institute and implement social principles, and support the rule of law amongst other purposes. However, in practice, the traditional public administration was relentlessly debated in the 1970s for red tape, sluggishness, authoritarianism vis-à-vis citizens, degenerative properties, and for greater emphasis on procedures and events rather than outcomes. New Public Management (NPM), sustained the preceding tendencies. It concentrated on result-based partnerships concerning the public and private sectors to deliver facilities to citizens. Its key philosophies were: (1) tractability to allow executives to handle with on-going

transformations in the state and international setting; (2) enablement of citizenries to endorse more effective, commercial, and results-based management comprising “navigation rather than paddling”; (3) new accountability apparatuses that go beyond acquiescence instruments to investigate inventions and outcomes over procedures; (4) presenting business philosophies into public matters, comprising out-sourcing and contracting out; (5) endorsing specialized integrity in the public domain; and (6) performance management and planning (Cheema, 2007). Performance management is concerned with capacity and administration, and with information and accomplishment (Bouckaert & Van Dooren, 2003). Performance is expressed as the understanding of public principles, for example, efficiency, efficacy, fairness, strength, honesty and transparency. Performance measurement is the procedure of obtaining performance-related information. Measurability of such actions is an important issue. Performance management is the integration and practice of performance-related evidence in policymaking (Dooren et al., 2015). The new public management (NPM) vigorously highlights the importance of performance measurement as an administrative apparatus in government. Performance management in the government arena is the administrative action essential to encourage better execution of policy administration and service transfer. An aspiration for better performance in the government arena’s institutes has developed in outcome-orientation and budget cognizance (OECD, 1997). Performance management has experienced various transformations over time since the 20th century. It has evolved from the traditional model of bureaucracy to different model, though the most pertinent model for a specific state is still dependent on its particular political, financial, and societal surroundings.

Bureaucracy has acknowledged both consideration and reputation as a system of organization according to the thoughts of Weber throughout the initial 20th Century. With the development of the money economy, mechanization, and production-based administration, bureaucracy is raised as a solid and influential organization within which modern-day countries desire to rule. Usually, bureaucracy holds the features which permit the bureaucrats to be regulation-assured, impersonal, official paper-oriented, and strict in making demanding decisions (Khan, 2013). Dooren et al., (2015) claimed that “The Weberian ideal-typical methods to public management are still appropriate nowadays, though the comparative prominence may have changed. The effect is that public management is continuously a mixture of ideal-types. Performance management in its wholesome arrangement does not occur.”

The age from the middle of the 1960s to the later part of the 1970s is often viewed as the golden era of development (Pollitt & Bouckaert, 2004). Throughout the 1960s and the 1970s, an extensive gap of nearly twenty years, abundant dialogues took place concerning the initiation of Performance Management into the government sector. By the 1980s, it was so well-defined that attention in Performance Management was relocated from the ivory towers of academia to the passages of governments over the world. During the culmination of the 1980s, various arrangements of Performance Management were initiated, accepted, and executed at various stages of the public sector (Salem, 2003). In the 1980s, not very long time ago, government services were basically perceived as events that professionals performed to, or aimed at, affiliates of the public to attain outcomes “in the citizen concern”. A lot has changed since then. We currently consider that public facilities must be intended to generate “results”, not simply “outcomes” and that these consequences must, to a great degree, resemble those that facility managers and people see as valued and not just those that are perceived as valued by political representatives, service executives and experts. As an individual type of “marketeting” heterodoxy in the 1980s, such assessments are nowadays essentially pooled through most participants tangled in government services. This has certainly been a type of revolt- “public facilities for the citizen” (Bovaird & Löffler, 2012).

The word “governance” reveals the experience that outcome-based restructurings infer more than mechanical measurement procedures or even administration. Performance procedures are progressively changing the simple societal and structural procedures whereby government services are measured and provided. In the traditional confines of government, organizations are essential to the government’s premeditated objectives and focus, and to report outcomes. Governments continue attempting, with little achievement, to attach payment schemes to performance meters (Moynihan, 2010). “Government Management” procedure is thus a black box that desires to be discharged and defined if the affiliation between means and ends are to be assumed. They are required to examine this black box through the expressions of management capability so that they can explain the “inherent capability to arrange, progress, leading, and mechanism of its [fiscal], social, objective, and information related principals to make the clearance of its policy guidelines”. The emphasis was on the function of government instruments, and their usage of means to yield outcomes (Koliba, 2013).



Figure 7: Classical Systems of Managing Results.

Source: Koliba (2013).

Therefore, the activities of those affiliated in the government sector are currently studied to be more executive, that is, by demanding somebody to take responsibility for the attainment of outcomes, in the place of being observed as managerial and with government servants simply following guidelines (Hughes, 2003).

The traditional model of public administration was dominated for the greater part of the twentieth century. It has transformed from the mid-1980s to an adaptable, market-oriented arrangement of public management. This is not only an issue of restructuring or a trivial transformation in the management system but also a transformation in the responsibilities of the government in the organization and connection between the government and community (Kalimullah et al., 2012).

The Public Management Model (1980s) emphasises on the usage of business policies, efficiency in function of ownerships, effectiveness, and customer focus (Ahsan & Islam, 2009). The New Public Management (NPM) Model was brought to reality in the 1990s. The book titled “Reinventing Government” by David Osborne and Ted Gaebler, which was circulated in 1992 proclaimed the initiation of the NPM. The word NPM was devised by Christopher Hood in his eminent article “A Public Management for All Seasons” (Avasthi & Maheswari, 2015). In the standard of NPM, there was a widespread organisation of managerial tools, the acceptance of which is frequently challenged (Williams, 2000). Irrespective of the inner disparity, the NPM policy has all the features of a performance undertaking (Hood, 1991). The goal of NPM is to

renovate administrative philosophies and schemes to increase organizational productivity and reasonable achievement. By marketization and rivalry, the consumers of facilities are positioned at the centre of their service affiliation with the government services (Thomassen et al., 2014). However, a growing concern for the valuation and development of excellence in public services became obvious in these states. Progressively, the quality aspect became a vital segment of most, but not all, Performance Management arrangements. Attention to quality administration tactics became apparent within several public assistances in the later part of the 1980s. Thus, the determination for excellence took off in the early 1990s following the announcement of the UK's Citizen's Charter in 1991 and the United States' Reinventing Government in 1993. The Citizen's Charter is assumed to exemplify six significant philosophies of government services, stressing the significance of principles, information and directness, choice and discussion, consideration and effectiveness, placing things right place, and cost for money. The US's Reinventing Government is organized across various philosophies strongly associated with Performance Management with a solid emphasis on the excellence of services. In both patterns, the dimension of performance is prepared by exercising a number of Performance Indicators (PIs) as exterior instruments that will redirect all of the government's planned groups and circles of priorities to the extent that excellence of services is concerned (Salem, 2003).

Therefore, NPM is a package of definite ideas and applications of performance management, embracing the issues:

- (a) greater emphasis on "performance" particularly through the measurement of results or outputs
- (b) an inclination for slim, horizontal, trifling, particular (disaggregated) structural forms over big, multi-purposeful practices
- (c) an extensive replacement of agreements for hierarchical relationships as the principal directing means
- (d) an extensive installation of market-type mechanisms (MTMs) comprising competitive offerings, government sector group boards, and performance-associated compensation
- (e) an emphasis on considering service consumers as "patrons" and on the function of standard quality enhancement methods, for example, Total Quality Management (TQM) (Pollitt, 2003).

Through the later part of the 1990s, it was under growing confrontation, even in those states where it had initiated earliest and left further (i.e. New Zealand, the UK, Australia and the USA). This did not express that it abruptly “stopped”-not at all. Certainly, NPM-type reorganizations are still going forward in fairly a limited scale. However, it did express that other alternative model were recurrently being encouraged and conversed, and that NPM improvements themselves were not still perceived as the resolution to an extensive variety of public sector difficulties. There was a “third trend” of philosophies, which encompassed the views of transparency, globalization, governance, linkages, partnerships, and trust (Pollitt & Bouckaert, 2004).

Table 7: Three Waves of Reform Thinking Regarding Performance.

Period	Characteristics of Dominant Discourse
Mid-1960s to late 1970s	Realistic, hierarchical organization and cost-benefit study, science and knowledge will generate advancement.
Late 1970s to late 1990s	New Public Management model. Commercial practices to develop productivity. Intensification of “superior management” whilst the resolution to an extensive variety of difficulties.
Late 1990s-2010	No leading model. Numerous significant thoughts, containing governance, links, “linking up”, partnerships, transparency, and trust.

Source: Pollitt & Bouckaert (2004).

3.3.2 Performance Management in an Organization

Performance management is a vital factor for building effective teams and receiving reliably abundant outcomes. The speed of transformation in business nowadays is remarkable. Anything that is beneficial and fruitful nowadays could be outdated or imitated by competitors tomorrow. Performance management is critical for diversity, and variation is the crucial issue to continuing forward. It can be best explained as an expert and methodical means of getting individuals to do to their best and attain the best result possible. It comprises constructing better-performing teams by exercising procedures and focusing on the behaviours essential to be great successes (Ross, 2010).

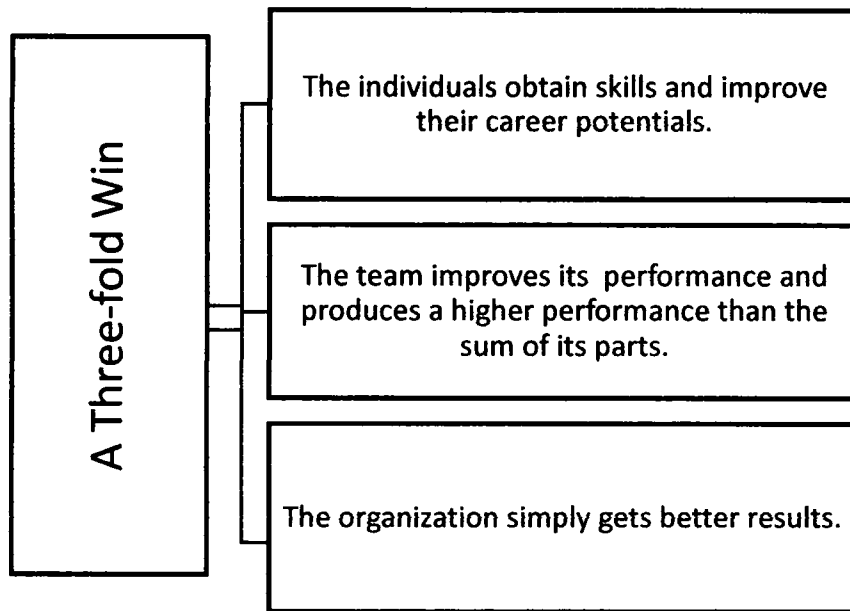


Figure 8: Benefits of Measuring Performance.

Source: Developed by the author based on Ross (2010).

Flawless interaction between the deliverables and the accomplishment strategy for achieving those deliverables is essential for any institution, division or a specific person to execute. The inclusive goal must idyllically flow down from the top to the lowermost functioning layer in the institute (Bagchi, 2013). Therefore, the PM actions in an institute are maintained and focused by its line administration with complete backing from its staff.

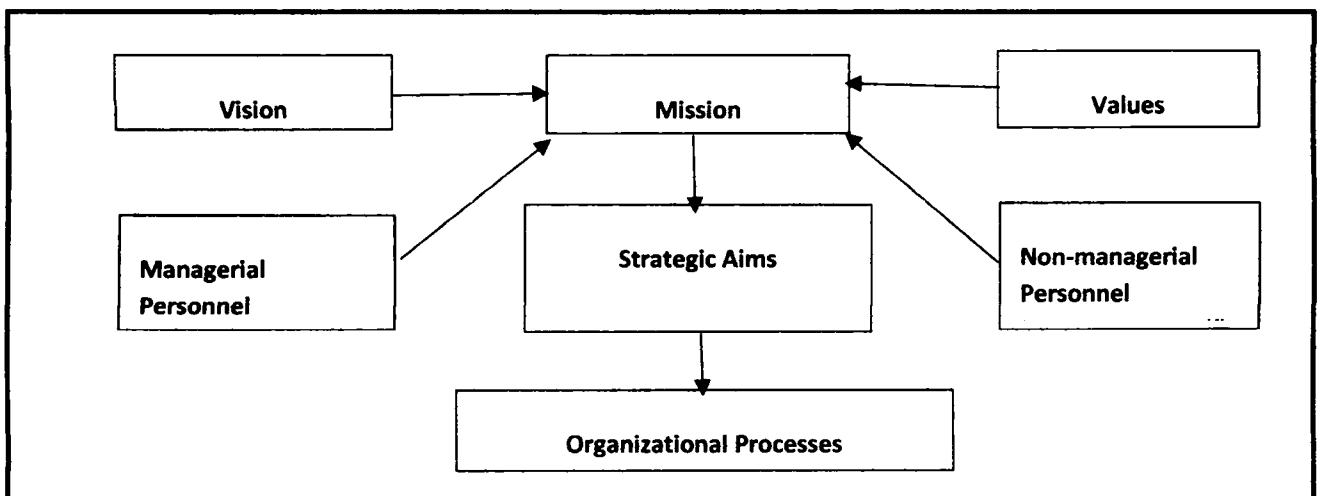


Figure 9: Performance Management Outline in an Organization.

Source: Ganguli (2008).

The organization has a prophecy and an agreement of standards. Grounded on these two significant elements, it resolves its task and also regulates the calculated goals by which it plans to fulfil its mission. Purpose and idea generation must be essential at this phase and these must be evaluated using “SMART” (Specific, Measurable, Achievable, Realistic, and Time-bound) (Ganguli, 2008). So, it is an uninterrupted determination to bear and progress organizational performance.

Strategy Formulation: An essential prerequisite to performance management is sound strategy that will aid in achieving the desired outcome.

Strategy Implementation: It requires identification of the key tasks or activities that need to be carried out to achieve the objectives.

Where the organization now?

What is to be attained?

Where it want to go?

How the resources to be utilized?

How it will get there?

How the activities alinged and reinforce each other?

Figure 10: Process of Performance Management.

Source: Developed by the author based on Bagchi (2013).

Performance Management positively necessitates an arrangement- a structure for its execution. Moreover, throughout its execution, it develops a procedure (Ganguli, 2008). It needs an arrangement of leading and assenting signs, which can be utilized to provide early indications to the organization as well as support in the daily administration of the institutes. An ideal performance information scheme must be capable of delivering news on all the correlated variables that influence an administration’s performance (Bagchi, 2013). High-pitched performance work schemes are inclined by the atmosphere and administrative issues (Saks & Haccoun, 2008).

External Environment

- Political Dynamics
- Social Changes
- Economic Advancements
- Technological Developments

Internal Environment

- Attainment of Objectives
- Processes (efficiency, effectiveness)
- Resources (existing resources, resource utilization, future requirements of resources)

Figure 11: Variables that have an Impact on the Organization's Performance.

Source: Bagchi (2013).

3.3.3 Why Performance Management is Important?

Performances are the productions and consequences of events. An alternate opinion perceives performance as the understanding of public principles. Performance management can shield the entire series from input to result (Dooren et al., 2015). Bouckaert & Halligan (2008) discuss this facet as the "extent of performance". Each and all segment of the extent delivers the importance of upholding performance in an institute.

- (a) **Input:** Inputs (for example fiscal and human capitals) (Dooren et al., 2015). It's the means utilized to generate the output. The performance standard conforming to inputs is economy, i.e., the suitable attainment of decent-quality inputs at the lowest cost (Schiavo-Campo & Sundaram, 1999).
- (b) **Output:** The delivery (public administration) method defines output as yields or facilities of the production procedure, irrespective of whether they are enjoyed or not (Dooren et al., 2015). Output is the facility itself—e.g. quantity of detentions. The societal worth of outputs is approached by the market value the similar or the nearest equivalent facility (or, in its nonappearance, by whole unit price). The performance standard consistent with outputs is called effectiveness, i.e. minimalizing the entire input price per unit of output (or expanding the number of outputs concerning an assumed whole cost of inputs) (Schiavo-Campo & Sundaram, 1999).

(c) Outcome: Outcome is the determination that is attained by generating the service. The social cost of outcomes is challenging to measure, except when exposed by public responses in the political field. The performance standard consistent with outcomes is efficiency, i.e. boosting outcomes concerning the outputs created (Schiavo-Campo & Sundaram, 1999). Public administration intellectuals have unravelled the outcome perception. Outcomes can be transitional (generally but not continuously in the short period) or ultimate (generally but not continuously in the long period). The ultimate outcomes in specific are induced by the framework on which the business or the agenda has a narrow or no effect. Such circumstantial matters can be embracing socio-economic or environmental drifts, and policy events from other managements (Dooren et al., 2015).

(d) Process: Process is the method wherein inputs are acquired, outputs created, or outcomes attained. The significance of good procedure is high although undecided. For inputs, the decent procedure consists of smart acquiescence with input attainment and application directions and, reliability. In particular extents of public action, “due procedure” has its individual impartial rationality and is an important component of good governance. Process pointers are a beneficial representation for performance as outputs or (more frequently) results cannot be demarcated with simplicity (e.g., “bedside method” in health facilities, “instructions for free discussion” in policy preparation). Process pointers can be measurable but are generally qualitative. Although, they can repeatedly be converted into measurable pointers by feedback from customers (Schiavo-Campo & Sundaram, 1999).

Table 8: Stages and Criteria of Performance Management.

Stages of Performance Management	Performance Criteria
Input	Economy, i.e. the suitable attainment of decent-quality inputs at the lowest price
Output	Efficiency, i.e. decreasing whole input cost each per unit of output
Outcome	effectiveness, i.e. increasing outcomes concerning the productions made
Process	Process pointers can be measurable, although they are generally qualitative. They can often be converted into quantitative indicators from customer feedback.

Source: Developed by the author based on Schiavo-Campo & Sundaram, (1999); Dooren et al., (2015).

Armstrong & Baron (2004) exposed that in need for significance, the following performance dealings are essential:

(a) Attainment of objectives. (b) Capability. (c) Quality. (d) Involvement of the team. (e) Client care. (f) Functioning relationships. (g) Output. (h) Flexibility. (i) Skills/learning objectives. (j) Aligning individual objectives with organizational objectives. (k) Business consciousness. (l) Financial consciousness.

Again, Armstrong (2006) expresses about the features of performance management are:

- (a) Strategic procedure of arrangement, dimension, response, positive support and discourse.
- (b) Concerned with assessing outputs likened with aims.
- (c) Emphasis on goals, principles and performance trials or pointers.
- (d) Grounded on the arrangement of role desires, aims and performance development and individual improvement strategies.
- (e) Includes the combined and ongoing appraisal of attainments against purposes, desires and strategies.
- (f) Concerned with efforts and standards.
- (g) Regular discussions between leaders and entities about the performance and advancement requirements.
- (h) Relies on consensus and co-operation rather than control or coercion.

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Performance management's objective is a greatly arranged organization, in its entire extent, scope and gravity, where the performance of various tasks and preparations by its people continue efficiently, in perfect synchronization with each other. This is essentially probable if all the individuals have a collective vision, collective mission, collective objectives, collective goals and express a shared language - the language of performance (Ganguli, 2008). Aguinis (2009) expressed that- the best performance management systems are exceptional. Such perfect systems are:

- (a) consistent with approach (viz., there are vibrant linkages among units, individuals, and organizational objectives)
- (b) systematic (viz., they contain all pertinent performance magnitudes)
- (c) applied (viz., they do not need disproportionate time and capital)
- (d) significant (viz., they have significant magnitude)

- (e) exact (viz., they deliver a solid employee development program)
- (f) capable of recognizing productive and unproductive performance (viz., they aid differentiation of employees at diverse performance levels)
- (g) trustworthy (viz., the dimension of performance is reliable)
- (h) effective (viz., the events of performance are not adulterated or underprovided)
- (i) rational (viz., individuals participating in the system trust the procedures and the results are fair)
- (j) inclusive (viz., they contain input from numerous bases on a continuing basis)
- (k) open (viz., they are obvious and not secretive)
- (l) amendable (viz., they contain apparatuses so that mistakes can be amended)
- (m) standardized (viz., performance is assessed reliably across time and people)
- (n) moral (viz., they conform with moral values).

Therefore, performance management is considered one of the essential conceptions and factors of managerialism, predominantly New Public Management. Accordingly, it is demarcated as the usage of strategic formation and calculating consequences to recover decision-making. Examining the results of applying performance management might shed light on the succession of relations concerning local administration, local strategy, and municipal functioning, and their relationship with citizens' insights of good governance. Providing performance management seizes both local strategy and local tactical administrative procedures, this study provides academic and experimental information about the influence of New Public Management (NPM) applications on local-level democracy, good governance, municipal effects, and public view (Beeri et al., 2018).

After the overview of performance management theory, the third section covers some strongly associated issues involved with trust and good governance facets. In this arena, it covers trust, satisfaction and quality service delivery which is strongly linked with the performance of the organization and finally links to the trust and good governance matter.

3.4 Trust, Satisfaction and Quality Service Delivery

In the current decades, the ideas of satisfaction with the service delivery and trust in government have performed an important role in the study of public administration. Usually, the fundamental statement has been that the better the quality of the distribution of government services, the more

pleased its consumers are and the more customers will trust their government (Anderson, 1995; Christensen & Laegreid, 2005; Glaser & Hildreth, 1999). In other arguments, in the relation between performance and trust, a deficiency of trust is the outcome from the administration's inability to provide what citizens envisage (Nye et al., 1997). There is a relationship between trust and satisfaction (Shabbir et al., 2010; Rosanas & Vellila, 2003). Satisfaction is expressed as an individual's outlook concerning a diversity of issues affecting a specified condition, mainly the accomplishment of the individual's desires, prospects, and necessities (Wixom & Todd, 2005). Citizens' satisfaction can be articulated as their complete assessment of the excellence of public services and government institutions as its clients. Their contentment has real and particular essentials (Brown, 2007). In proportion to current transformations in public administration, particularly those stemming from the New Public Management paradigm, several performance pointers have been advanced to appraise administrative performance (e.g., Berman 1997; Nyhan 1995). Although the most commonly used measure is a comprehensive assessment of the citizens' satisfaction with administrative services. It has been understood that there is a constructive effect on the degree and level of trust through the satisfaction of the client. The significance of client satisfaction on the provision of local facilities by the city corporation cannot be undercut in finding out the situation of trust in the city corporation.

Assessing organizational performance needs an inclusive, consistent, and incessant valuation of the citizens' happiness with government actions on different grounds. Satisfaction events form a significant element of the NPM and performance assessments in both government and state organizations. They were mostly encouraged by the NPM's view of the citizens as clients and by the idea of "placing citizens first" (Caiden & Caiden, 2002). Service providing organizations are increasingly a significant part of our culture. The "public service" organizations - to offer them a general name - are the actual development sector of contemporary society. Definitely, what we have currently is a "multi-functional" organization rather than a "commercial" organization. The service organization is in an essentially diverse "commercial" than commercial. It is diverse in its commitment. It has diverse principles. It requests diverse purposes and it creates a diverse impact on society. "Performance and outcomes" are quite different in a service organization from what they are in dealing. "Management for functioning" is the one area in which the service organization varies meaningfully from a commercial (Drucker, 1976).

Presently, numerous administrations world-wide are using the standard, “performance management” methods of the private sector to attempt to develop administrative efficiency. In local government, performance is genuine anxiety of politicians and officials at every level of government (Curtis, 1999). Government administrations across the world will encounter the challenges in the latest period of multifaceted governance from both internal and external atmospheres. The spill-over consequence of tasks, the connecting influence of matters, and the linking of diverse performers have performed in a number of new public matters and public undertakings. These consequences not only raise the complication of public governance but also instigate public institutes, within the diverse governance atmosphere, to progress governance capability to confirm the distribution of quality service delivery (Lin & Lee, 2011). Bouckaert & Walle (2003) expresses that, citizens have considerable rights, comprising the right to talk about the service quality at large. Consumers have technical rights and are permitted the right to be received by the management, to accept rectify etc. The development discourse creates an inherent relation concerning the performance and quality service delivery and trust in government. The matter fit into the common appearance they have of government and its working. A number of requirements that have to be satisfied if we desire to determine that the performance of the public service has a resilient influence on trust in government. Initially, government services and public managements are just one facet of government, and secondly, performance is just one probable method to assess government.

According to Mark & Nayyar-Stone (2002) Performance management has five dominant advantages. These are:

- (a) Enlightening service quality and outcomes;
- (b) Enlightening resource provision and moderating organization budgets or service cuts;
- (c) Constructing public organizations liable for outcomes to elected representatives and the public;
- (d) Intensifying the citizens’ trust in the institutions of local government; and
- (e) Creating more stimulating work for and satisfying government employees due to citizen attention.

An institute or professional element has to act satisfactorily on tactical issues to prosper. Premeditated issues are the deciding principles used by participants to measure an

administration's performance (Kenny, 2005). Kenny (2005) recognized strategic issues as being related to stakeholder prospects and determined by inner procedures and abilities. These are:

(a) Image; (b) Consumer service; (c) Supply; (d) Variety of products; (e) Outcome value; (f) Expense.

The performance centred theory of trust emphasises on the performance quality of the institution. The more optimistic the approach about the performance of the organizations, the more the trust would be in organizations. The excellence of public service provision has been a matter of abundant research throughout the last two spans (DeHoog et al., 1990). According to James R. Evans (2012) quality as the supremacy or fineness of a product or service comprises the issues of:

(a) Excellence (b) Consistency (c) Removing waste (d) Speed in delivery of service (e) Acquiescence with policies and actions (f) Serving a good, usable product (g) Performance it corrects the first time (h) Appreciating or pleasing clientele (i) Total client service and pleasure.

Again, James R. Evans (2012) delivers some significant extents of service quality, which comprises:-

(a) Time (b) Timeliness (c) Totality (d) Courtesy (e) Regularity (f) Accessibility and Opportunities (g) Accurateness (h) Responsiveness.

The government performance is the key thrust of the organizational trust, customer or citizen contentment acts as the substitute for government performance containing numerous jobs carried out by the organizations both inside and outward (Van de Walle, et al. 2002). Trust is the anticipation that the assurance of a single entity or cluster can be trusted upon. Embedded in social learning theory, this explanation recommends foregoing unconstructive and optimistic understandings for prospects concerning other forthcoming potentials. Trust in government refers to an individual's insights concerning the reliability and capability of the government agency to deliver the probable service. Trust in public administration and government is the grade of confidence or assurance that citizens have in government establishments and organizational divisions (Beerli, 2018). Therefore, trust is a particular attitudinal sign before the objective sign of government function. Though both pointers of contentment with and trust in the

administration can be used as substitutions for good governance, they are not similar. Satisfaction with the government reveals the excellence of the service delivered to end-consumers using an impartial assessment of the system's performance. It also reflects the comparative influence that the public consigns to their moods, insights, prospects, and necessities with respect to these facilities (Van Ryzin, 2004). Trust is a broader and more subjective idea than satisfaction, nearly a feeling, and cannot be accredited merely to the solid or fragile performance of government. It is, at least partially and socially resolute, and varies to a greater magnitude than gratification does with the government (Bouckaert & Van de Walle, 2003).

Though local establishments had been located under growing difficulty to provide against performance goals fixed by the government, these remained set for certain services and each had their distinct inspectorate, which predicted that "their" facility was constantly the one which acquired precedence (Morphet, 2008). Osborne and Hutchinson (2004) specify some philosophies to generate an effective government, which focus on smarter procedures, providing client satisfaction with a special emphasis on acquiring trust.

Public administration or organization needs to be reinforced, particularly in developing states, if regimes are to accomplish the tasks essential to encourage publicly reasonable and sustainable financial development, generate permitting strategies for the involvement in a globalizing economy, and fight poverty. Amongst the most significant of those roles are: (a) evolving human possessions; (b) defending human rights and partisan choices; (c) defending safety, health, security, and wellbeing; (d) construction of social capital by the consolidation of civil society; (e) defending the natural environment; (f) organizing monetary assets for improvement; (g) forming partnerships and associations with the private sector and non-governmental administrations for service transfer; (h) democratizing and reorganizing administration; (i) delivering or simplifying the facility of physical and technical organization and (j) permitting private sector progress. Though each of these tasks is significant in its particular right, they are all interconnected and together assume the capability of administrations to attain societal and financial development objectives. Attaining publicly justifiable financial progress varies on the capability of the forerunners of state and local governments, civil society establishments, NGOs, and

establishments and industries to react quickly to intricate global common, political, and financial transformations (Rondinelli, 2007).

Operational transfer is the finest of the local government tasks that creates a level of government closest to the individuals. Local governments are the place where facilities are provided to the local people within their extent and regions. Therefore, local governments need to be extra reactive in meeting local demands and being able to carry out their tasks. Furthermore, to ensure that the facilities are continually at the best quality, an evaluation of their enactments is vital (Osman et al., 2014). Confirming that the government organizations, for instance, city corporations need to take into consideration the desires of the citizens, to reflect the importance of trust in the organizations. Here, employing the “Performance Management” philosophy we can search link between citizens’ trust and good governance; and identify and understand the nature and extent of citizens’ trust based on the selected indicators of good governance in the studied organizations (Cumilla City Corporation and Chattogram City Corporation). So, here the researcher is trying to find the theme of Citizens’ trust and governance in the context of the performance of local government institutions. As per the literature review, the researcher found that, in the previous works, there is a gap in exploring the nexus between citizens’ trust and good governance in the context of local government institutions;

After having discussed the three key sections, which provide the basis on the development of an analytical framework as endeavoured in section four.

3.5 Summary of the Conceptual Underpinnings and Developed Framework from the Theoretical Analysis

Citizen’s trust, performance and good governance are closely interconnected concepts. Though trust is a slippery concept, it has some social values. Some positive terms are highly connected with the trust, such as ‘satisfaction’, “confidence”, and “reciprocity” that facilitate cooperation in the society and help people work together and generate effective relationships.

Trust in public institutions focuses on the positive expectations of the citizens about their beneficial outcomes in society. When an institution is competent, credible and they work as per the interest of the citizens, the citizen will go towards the way to trust them. Trust in an institution or local government forms because they act in a trustworthy way. It is a two-way

relationship between the government and its citizens based on honesty, regularity, and reliability. Professional competence is an essential factor such as status reassurance, expertise, knowledgeability, and commitment to the citizens. So, here the trust in the city corporations involving its delivery of services can be expressed through the hopes and beliefs of citizens of having an effective and efficient form of goods and service delivery including the improvement of people's participation in the local government institutions. Here the sense of reliability, benevolence and predictability must be integrated into the city corporations so that it may create a ground of positive thinking and expectations as well.

Governance, a dynamic phenomenon, is the efforts to exercise excellence in governmental functions in a democratic structure. Diversified organizations of the world prescribed governance elements and characteristics as discussed earlier. The existence of such elements in a "governance" system makes the governance "good". The Worldwide Governance Indicator (WGI) of the World Bank (WB) is followed as a measurement of good governance since 1996. The Worldwide Governance Indicators (WGI) composite six dimensions of governance. These are voice and accountability, political stability and absence of violence/ terrorism, government effectiveness, regulatory quality and control of corruption. Voice and accountability, government effectiveness and regulatory quality are utilized in the prevailing study as selected "good governance outcomes".

On the other hand, the symptoms of poor governance are excessive costs in getting service, poor service delivery to the citizens and failure to attain or fulfil the objectives of a policy. So, poor governance can be assumed as the opposite of good governance.

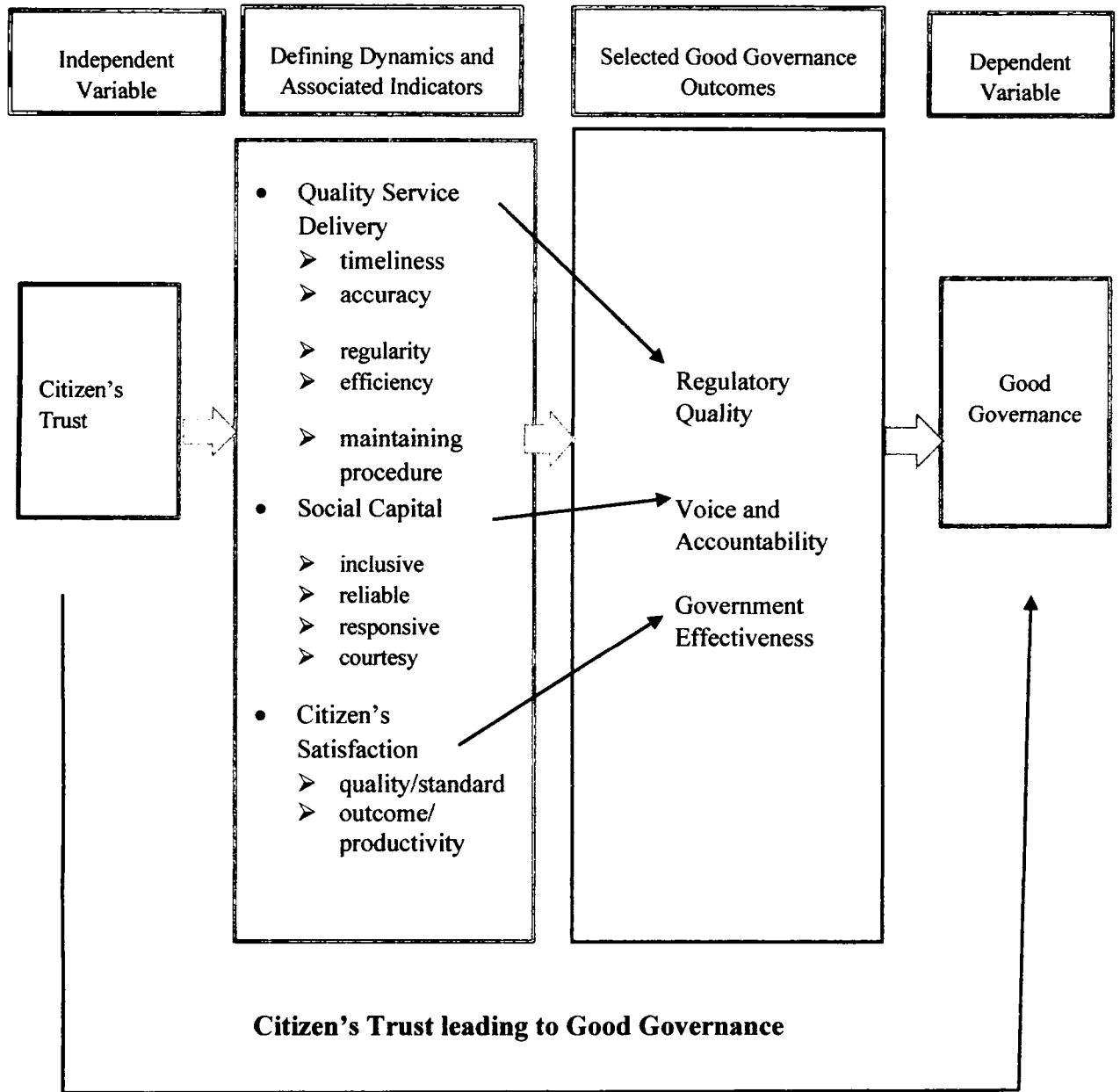
Performance is an output of both human and institutional activities. It is concerned with the outcome or output with the emphasis on service quality, economy, efficiency, and effectiveness. Additionally, several key concepts are included such as governance, partnerships, network building, transparency, and finally "trust". Citizens' satisfaction could be expressed as the overall evaluation of the quality of service delivery to the customers. The government performance is currently the basic thrust of "institutional trust". Trust in government organizations can be observed as the citizens' perceptions regarding the capacity and integrity of the institution to provide the expected service. Accordingly, trust is considered as an attitudinal indicator rather than an objective indicator of the performance of government agencies. It

considers the weights that people have their perceptions, feelings, expectations, and requirements regarding service delivery. As per the concepts and theories provided by Cheema & Popovski (2010); Bouckaert & de Walle (2003); Jamil & Askvik (2015); Evans (2012); Mark & Nayyar-Stone (2002); Aguinis (2011); Kenny (2005); Armstrong & Baron (2004); Putnam, Leonardi & Nanetti (1993) and Putnam (2000) an analytical framework developed and presented at figure 12.

Here, City Corporations (public institutions) are taken into consideration to identify the impact of trust. Employing the theory of “Performance Management”, the researcher made a relentless effort to find “the linkage between citizens’ trust and good governance” and to understand the nature and the extent of citizen’s trust based on the three selected (Regulatory Quality, Voice and Accountability and Government Effectiveness) indicators of good governance to find out the outcomes of good governance. Trust dynamics “Quality Service Delivery” indicators are comparable to “Regulatory Quality” as a good governance outcome, “Social Capital” indicators are comparable to “Voice and Accountability” and “Citizens’ Satisfaction” indicators are comparable to “Governance Effectiveness” as good governance outcomes.

Figure 12: Analytical Framework of the Study

Citizen's Trust for Good Governance in Local Governance Institutions (LGIs)



Reinforcement

Source: Developed by the author based on Cheema & Popovski, 2010; Bouckaert & de Walle, 2003; Jamil & Askvik, 2015; Evans, 2012; Mark & Nayyar-Stone, 2002; Aguinis, 2011; Kenny, 2005; Armstrong & Baron, 2004; Putnam, Leonardi & Nanetti, 1993; Putnam, 2000.

Looking at the variables, the researcher can draw up a schematic relation between the dependent variable (Good Governance) and the main independent variable is (Trust). Figure 11 above outlines the relationship between the dependent and independent variables and indicators described in the previous paragraphs.

The independent variables are shown on the left side where the line between the two accounts for potential interaction effects between these independent variables. The indicators of the respective independent variables are displayed in the middle and the relation to the dependent variable is visualized by the lines on the right side.

3.5.1 Operational Definition of “Defining Dynamics and Associated Indicators”

3.5.1.1 Quality Service Delivery

Quality is better related to individual and societal principles than to financial ones. This observation glances at the fulfilment of employees in accomplishing their professional assignments (be they official or casual ones) (Vigoda-Gadot & Mizrahi, 2016). Citizens have trust when the institution has maintained speed, accuracy, regularity, consistency, timeliness, and efficiency in the procedure to provide services to the citizens of the territory. Consequently, citizens trust that the institution is working in their best interests. So, “quality service delivery” is measured by some indicators namely timeliness, demand fulfilment, regularity, efficiency, and maintenance of procedure.

3.5.1.2 Social Capital

The view of social capital suggests the authority characteristic in system support - unseen, but with extremely noticeable consequences (Svendsen & Svendsen, 2009). Community activities in the public and personal trust have been shown to add to the inclusive societal method of institutional trust (Putnam, 2000). The idea of social capital is that societal systems have significance, which affects the output of entities and groups. Exclusive of these systems, Putnam discusses that people become more insulated and lose the knowledge and expectancy that they employed for their society signifying an appreciated role. This also comprises the progress of reciprocated relations, where policies of an organization can be established to assist in generating the standards of the interchange (Morphet, 2008). Cooperation and solidarity create attachment

and connect social capital amongst the affiliates, i.e. amid service suppliers and receivers which causes institutional trust to arise. So, “social capital” is measured by some indicators, namely inclusive, reliable, responsive and courtesy.

3.5.1.3 Citizen’s Satisfaction

Public administration boosts the usage of satisfaction events as a segment of performance assessments both inside and across the government organizations (Vigoda-Gadot & Mizrahi, 2016). Here, the citizen has confidence in the whole output, productivity, and outcomes of the institution. To measure “performance” two indicators utilized namely quality/standard and outcome/productivity.

3.5.2 Operational Definition of “Good Governance Outcomes”

- (a) **Regulatory Quality:** Regulatory quality expressed by the perception regarding “quality service delivery” which is currently provided by the City Corporations as a local government institution.
- (b) **Voice and Accountability:** A society’s welfare is contingent on confirming that all its associates feel included in the mainstream of society. In the studied organizations, all citizens need to be treated as a citizen should be made to feel a sense of involvement.
- (c) **Government Effectiveness:** Processes and institutions produce results that meet the vital needs while making the greatest utilization of resources of the studied institution.

Table 9: Summary of the Request of the Independent Variables with Objectives

Objectives	Variables	Indicators
To explore the nexus between citizen’s trust and good governance in the context of local government institutions.	Regulatory Quality	Quality Service Delivery
	Voice and Accountability	Social Capital
	Government Effectiveness	Citizen’s Satisfaction
To identify and understand the nature and extent of citizen’s trust based on the selected indicators of good governance in the studied organization	Quality Service Delivery	<ul style="list-style-type: none"> ➤ timelines ➤ demand fulfilment ➤ regularity ➤ efficiency ➤ maintain procedure
	Social Capital	<ul style="list-style-type: none"> ➤ inclusive ➤ reliable

(the Cumilla City Corporation and the Chattogram City Corporation).		<ul style="list-style-type: none"> ➤ responsive ➤ courtesy
	Citizen's Satisfaction	<ul style="list-style-type: none"> ➤ quality/standard ➤ outcome/productivity

Source: Researcher's Synthesis

3.6 Conclusion

Trust is key for efficiently with dealing societal, financial and political matters (Baier, 1986; Offe, 1995, 1999; Walker and Ostrom 2009). Public administration tactics also communicate performance and trust. Some of the issues that are frequently used to clarify trust in government and contentment evidently fall out of the possibility of what is usually assumed by good governance. Citizens practise diverse principles to assess the government and accordingly establish their level of trust in government. The foundation of a (dis)trusting approach cannot simply be abridged to one solo standard. Citizens practise a multitude of standards, though a definite standard may consider sounder on the overall assessment of government in a particular framework (Bouckaert & de Walle, 2003). In this chapter, the researcher has reviewed the major concepts that underpin the main theme of the study. Based on an extensive review of secondary literature, the concepts of trust, governance, and good governance. The theory of performance management has been discussed and the links and nexus among them expounded. Subsequently, an analytical framework has been developed. As an independent variable "citizens' trust" has been selected to reflect the objective. Some associated indicators here are selected to measure the trust level including quality service delivery, social capital and citizen's satisfaction. As a dependent variable "good governance" has been selected. Three good governance outcomes also reflected there as regulatory quality, voice and accountability, and government effectiveness. The most significant issue is that the trust dynamics are equated with good governance outcomes. After this conceptual and theoretical overview, the next chapter focuses on the research methodology of the study by way of preparing for the fieldwork.

Chapter 4: The Evolution, Present Status and Structure of the Local Government in Bangladesh

“Local governments often had a range of responsibilities. Local interactions between citizens and the state became more important and more critical to the present life conditions and future opportunities of millions of citizens.” (Grindle, 2007:5)

4.1 Introduction

The local government is considered one of the most commonly acknowledged political and organizational provisions within the structure of modern countries, regardless of geographical, conceptual and political discrepancies. Notwithstanding this worldwide acknowledgement and subsistence, its function, purpose, efficiency, and potency vary substantially concerning the states of the First World (principally capitalist states) and the Third World marginal states. The local government of the later cluster of states exhibit very little influence, ability and capability to encounter the vast duties ascribed to them by the citizens and the society wherein they are existent. Similar institutions in the principal societies possess power and influence of sufficient degree along with the equivalent capability to employ that influence and power (Ahmed, 2012). Many states of the world have been attempting to strengthen the local governments in recent years (Smoke, 2003). In particular states, the local wings of the central administration and others with established local power arrangements operating to accompanying local management, have been misinterpreted as being comparable to local governments. Sometimes the local government has been erroneously measured a trivial section of the government. Therefore, to circumvent misunderstanding, it is imperative to distinguish “local government” from “local administration”, “local politics”, and “local governance”. Local politics is a broader expression that consists of a congregation of regions. On the other hand, the local administration is concerned with the execution of assessments or decisions by local government institutions (LGIs) and by national /provincial government segments which are functioning at the grassroots level. In the South Asian perspective, a local government is extensively recognized as local self-government (Mohammad, 2007).

As the present study is focused on the “trust and good governance in Local Government Institutions (LGIs)”, a clear definitional understanding of local government is needed. Local government has been demarcated in various models. It has been defined in the Encyclopaedia

Britannica “as a right and authority to regulate and perform events within a limited extent within exclusive and minor than the entire state. The alternative local self-government is significant for its importance on the autonomy to choose and perform” (Sachdeva, 2011). J.S. Mill, however, defined it as a little share of the community business of a state which can be good in accomplishment, or even carefully observed, by the dominant establishments (Mill, 1861). Duane Lockard outlines “local government” as a community organization sanctioned to resolve and manage a partial variety of public policies in a comparatively small area, which is a section of a provincial or state government. In an expression, local government is described fundamentally in the rappings of some features: (a) its statutory position; (b) its authority to obtain money by levying its authority in the zone; (c) involvement of local people in choice formulating on particular matters and management; (d) the liberty to act freely without the control of the central government; (e) its overall role contradicts the single-drive character of various self-governing organizations (Mohammad, 2007).

The modern world is facing a deep transformation in its local governments in addition to local governance which seeks to reinforce the local government as a corporate body that confronts local financial events. It is assumed that an effective local government can achieve sustainable development at the social level. These matters are significantly connected with the effective execution of the objectives of MDGs and the continuing objectives of SDGs, particularly efficient service delivery. This matter has been getting growing consideration from development associations and the state government in the contemporary phases. However, in Bangladesh, the local government has been working to become an effective local focus where individuals can benefit from and also contribute to the development procedure. For example, the needs and demands of the citizen evolve with time and citizens’ trust also depends on the performance of the government. This chapter intends to briefly outline the current local government arrangement in Bangladesh, with special attention to the City Corporations. The performance of City Corporations is broadly assessed throughout the field study. This chapter has been divided into five segments. The first segment deals with the Bangladesh context. The second segment deals with the constitutional framework of local government in Bangladesh. The overview of the local government structure of Bangladesh has been briefly discussed in the third section. The fourth section deals with the evolution and the structure of urban local governments with a special focus on the City Corporations. The functions of the City Corporation are presented in the fifth section.

4.2 The Bangladesh Context

Bangladesh is a fresh title for an ancient land whose past is little recognized by the broader sphere. The state is mainly recognized in the West through media descriptions of insufficiency, underdevelopment, poverty, and natural calamities. Bangladesh did not exist as a sovereign nation until 1971 (Schendel, 2009). Bangladesh, formally known as the People's Republic of Bangladesh is the largest lowland in the world shaped by the interface of numerous rivers and watercourses. Human inhabitation in this area is thought to be around a hundred thousand years old. Bangladesh situated at the southern part of Asia, in the north-eastern part of the Indian subcontinent, surrounded on the north, west and east by India, on the southeast by Burma (another name is Myanmar) and surrounded by the Bay of Bengal on the south. Bangladesh is located with an area of 1,47,570 sq. km at 20° 43' and 20° 38' north latitude and 88° 01' and 92° 41' east longitude (Ferdausi et al, 2009). The boundaries of the regional waters of Bangladesh cover 12 nautical miles and the high seas encompass up to 200 nautical miles dignified from the base positions comprising the commercial region of the state (BBS, 2013).

The past of Bangladesh is an exciting mixture of chaos and amity as well as affluence and poverty. It has flourished under the radiance of traditional magnificence and grieved under the effects of war. The area currently establishing Bangladesh was in the Muslim rule from 1201 to 1757 A.D. for five and a half centuries. Then it was governed by the British in the aftermath of the setback of the previous independent leader of Bengal, Nawab Siraj-ud-Daulah, at the Battle of Plassey on June 23, 1757. From 1757 to 1947, the British governed the whole Indian subcontinent comprising including this area for approximately 190 years. Bangladesh was a part of the British Indian areas of Bengal and Assam throughout that period. In August 1947, with the end of the British rule over the subcontinent, it was divided into India and Pakistan. Bangladesh afterwards became a part of Pakistan and was called East Pakistan. This continued for 24 years from August 14, 1947, to March 25, 1971. On December 16, 1971, it appeared on the world atlas as a sovereign and independent country entitled Bangladesh succeeding the triumph of the Liberation War which continued from March 25 to December 16, 1971 (BSS, 2012). There has been an extensive emphasis on democracy for the current decentralisation efforts in Bangladesh, the works on this matter are still being limited to reasonably few analyses. However in reply to

this decentralisation, worldwide there are many stories of achievement and disappointment (Talukdar, 2009).

On March 15-19, 2011, the Bangladesh Bureau of Statistics directed the fifth decennial population census in the state. According to the population survey 2011 statement, the populace (regulated) of the state grew in 2011 to 149.77 million. The male and female populations were 74.98 million and 74.79 million respectively. The intercensal progress rate of population survey 2011 was 1.37% per annum. In 2001, the population density was 843 per sq. km. which increased to 976 per sq. km. in 2011. The gender proportion of the people is 100.25 males against 100 females. There were 32.1 million ménages in the nation dispersed around 56,348 mouzas (revenue settlements) (BBS, 2018). The majority (about 88.8%) of the individuals are Muslim and above 98% of the persons speak Bengali (BBS, 2014). Excluding the hilly areas in the north-east, south-east and certain patches of elevated land in the northern cut, the nation contains plain and productive land. A link of rivers lives in the nation of which the Meghna, the Jamuna, the Padma, the Teesta, the Surma, the Brahmaputra, and the Karnaphuli are significant. In total, those rivers have 230 streams with a total length of around 24140 kilometres. The sedimentary soil is repeatedly enhanced by a substantial amount of sediment dumped by rivers throughout the rainy season (BBS, 2013). An excess of 75% of the populace lives in rural regions. Urbanization has, however, been fast in the previous few decades. Agrarian plot covers 65% of its geographical area with forestland and urban area covering 17% and 8% of the total area respectively. Water and additional land usage account for the remaining 10% (BBS, 2014).

4.3 The Constitutional Framework of Local Government in Bangladesh

The highest regulation of the state is the Constitution which gives us an opportunity to thoroughly inspect its noticeable features and reintroduce the principles for which it viewed (Majumdar, 2010). The Constitution in a democracy confirms the legitimate acknowledgement of the local government by the Acts of the Parliament containing the relevant requirements (Khan, 1997). The necessities for local governance are a significant feature of the constitution in that they describe the essential arrangement of our government (Majumdar, 2010). Bangladesh has an extensive and exciting practice of local government. The arrangement and tasks of the local government have changed in consonance with the socio-economic and partisan transformations of the state. However, the Constitution of Bangladesh (Article 9, 11, 59, and 60)

emphasised on establishing the local government as a devoted structure for managing government matters of defending democratic standards and protecting financial and societal fairness (Khan, 2011). Four articles of the Bangladesh Constitution provide the local government elementary support. These four articles are specified below:

Article 9. "The State shall encourage local Government institutions composed of representatives of the areas concerned and in such institutions special representation shall be given, as far as possible, to peasants, workers and women".

Article 11. "The Republic shall be a democracy in which fundamental human rights and freedoms and respect for the dignity and worth of the human person shall be guaranteed, and in which effective participation by the people through their elected representatives in administration at all levels shall be ensured".

Article 59. "(1) Local Government in every administrative unit of the Republic shall be entrusted to bodies, composed of persons elected in accordance with law.

(2) Everybody such as is referred to in clause (1) shall, subject to this Constitution and any other law, perform within the appropriate administrative unit such functions as shall be prescribed by Act of Parliament, which may include functions relating to-

(a) Administration and the work of public officers;

(b) the maintenance of public order; the preparation and implementation of plans relating to public services and economic development".

Article 60. "For the purpose of giving full effect to the provisions of article 59 Parliament shall, by law, confer powers on the local government bodies referred to in that article, including power to impose taxes for local purposes, to prepare their budgets and to maintain funds" (GoB, 1972).

Though the Constitution has been revised sixteen more times since then, no further additions have been created to explain the function, arrangement, powers and roles of the local government forms of the Republic (Aminuzzaman, 1993).

Local government organizations are not a recent concept in Bangladesh. The local society-centred administrations endured from the old times (Khan, 1996). Restructuring local government into Local Self Government (LSG) has not been easy-going in many states with democratic schemes as it necessitates the unwavering support and commitment of upper political leadership to such initiatives. Local government reform customarily is a difficult and multidimensional undertaking when in its benefits are collective. However, reform initiatives cannot be evaded since “LSG generates a connection concerning the government and civil society which can deliver the base for effective construction of democracy and the maximum planned use of society's assets” (UN, 1996). The continuation of rural self-government is visible in the villages of Bengal since old times when Charles Metcalf entitled them as “Village Republics”. In Bangladesh, local self-government inherits the eras of progress from the Indian subcontinent. However, the journey to a “representative” local self-government, as the following exploration would specify, had been gradual, chaotic, disorganized and unscrupulous (Khan and Obaidullah, 2008). Bangladesh, India, and Pakistan share a shared record of local government, reflecting that each country had been a British Colony for centuries (Panday, 2013).

Currently, one may ask about the justification for the incidence of such variations in the organizational scheme of the local government organizations. Yet, when observing this in serious relations, one may discover some serious hidden reasons. All management, once in the workplace, pledges certain organizational transformations in the local government institutions so that such organizations can be run by their particular party followers in Bangladesh. Then the similar individuals support them in winning the succeeding parliamentary election. More precisely, most directions have presented transformations in the organizational policy of the local government institutions to reinforce their political power in that region rather than to consider the prospects for the citizens to participate in the decision-making procedure (Panday, 2011). The local government institutions have not been able to create capable organizations at the local layer. It is vital for any functioning democracy to develop a local government scheme that is self-administered and yet responsible to a higher power. In line with other South Asian states, the Constitution of Bangladesh demands a strong separation of power concerning the national and local levels. Though, one clarification could be that both governments have failed to establish its particular party mechanism at the popular level for the national elections, not with the intention of decentralizing authority from the centre to the edge. Consequently, the local government

organizations might not really become embedded at the local level, notwithstanding the regular transformations for above than four decades. As expressed earlier the evolutionary development happens by fulfilling the changing needs of the citizens and by the efforts of the regime to gain the trust of citizens through better performance. The prevailing structure and functions of local government in Bangladesh are briefly expressed in the following.

4.4 Local Government System in Bangladesh

The idea of “local government” is not new in the history of the Indian subcontinent. In fact, the people of this area have a long and rich history of working with different types of local government which is discussed in the previous chapter (Barkat et al., 2015). A local government is responsible for the management of the activities in urban and rural areas through their elected representatives. It can also be defined as a government comprising commonly elected institutions that have organizational and administrative responsibilities in the issues regarding the populace of a specific district or area and are entrusted with the authority to make regulations (Sachdeva, 2011). In Bangladesh, it has previously been revealed that the central and local government practices date back to the culmination of the nineteenth century (Westergaard & Alam, 1995). Since the British colonial period, the arrangement, roles and financial administration of local government organizations have undergone significant transformations that spread to the contemporary era. The local government organizations have been formed, eliminated and restored repeatedly to fulfil the desires and prospects of the common citizens (Barkat et al., 2015). Presently, we have two different types of LGIs in Bangladesh. One serving for the rural regions while the other serves the urban regions. There is basically a three-tier classified arrangement of local government in rural regions. These are the Union Parishad (UP), the Upazila Parishad (UZP), and the Zila Parishad (ZP). Conversely, a two-tier urban local government system exists in the urban regions. These are the City Corporations for the large cities and Paurashavas are serving for urban centres which are divided into categories of A, B, and C depending on their capability of resource utilization. Furthermore, under the Ministry of Chattogram Hill Tract Affairs, there are also local governments for distinct zones (Chattogram Hill Tract) (Panday, 2017). Basically, in CHT, conventional local government arrangement works under the Circle Chief accompanied by the usual scheme (for instance, Union Parishad, Upazila Parishad, and Paurashava). Rural and/or other regional local government arrangements

and the urban local government arrangement are under the purview of the Local Government Division of Ministry of Local Government, Rural Development and Co-operatives (MoLGRD & C) while the Ministry of Chattogram Hill Tracts Affairs (MOCHTA) regulates the Hill District Councils. The administration of the Paurashavas in the Hill Districts is largely coordinated by the Ministry of Local Government although certain facets of such Paurashavas are under Hill management. Every local government organization has an institute with an arrangement, a tradition of prearranged objective, a group of personnel, and the apparatus of coordination. The Union Parishad is at the bottommost administrative layer whereas the Zila Parishad is at the uppermost level. All of the LGIs are ruled by elected representatives. The representatives of each local government institution as per the Local Government Acts are to be elected by the general citizens making up the adult population. The tenure of each local government institutes is five years (beginning on the date of its first meeting) after its formation. Although, after the end of its tenure the former Parishad continues to operate until the first meeting of the successive Parishad. The LGI representatives enjoy compensation and various facilities (Barkat et al., 2015). Figure 13 shows the existing local government structure in Bangladesh:

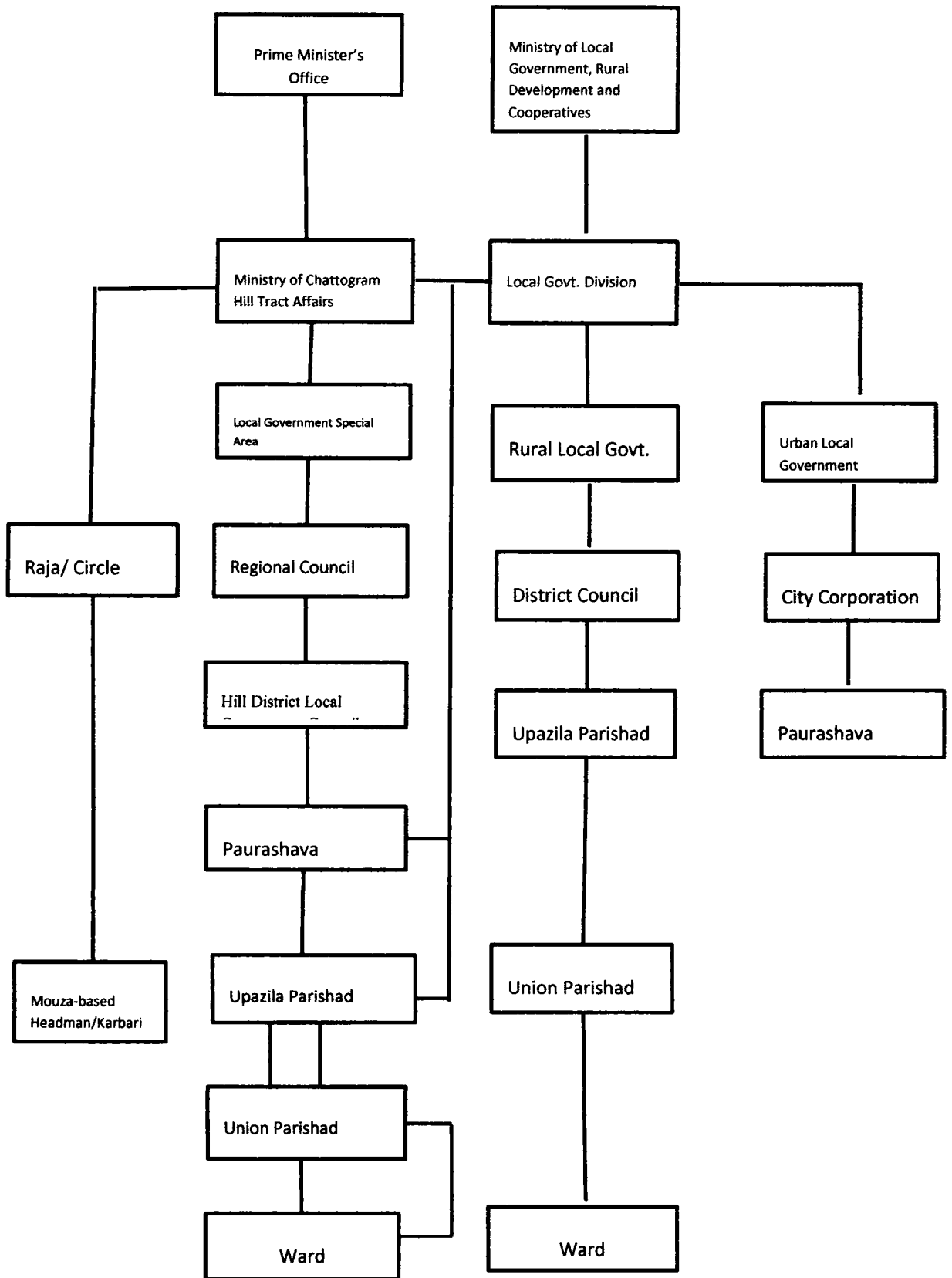
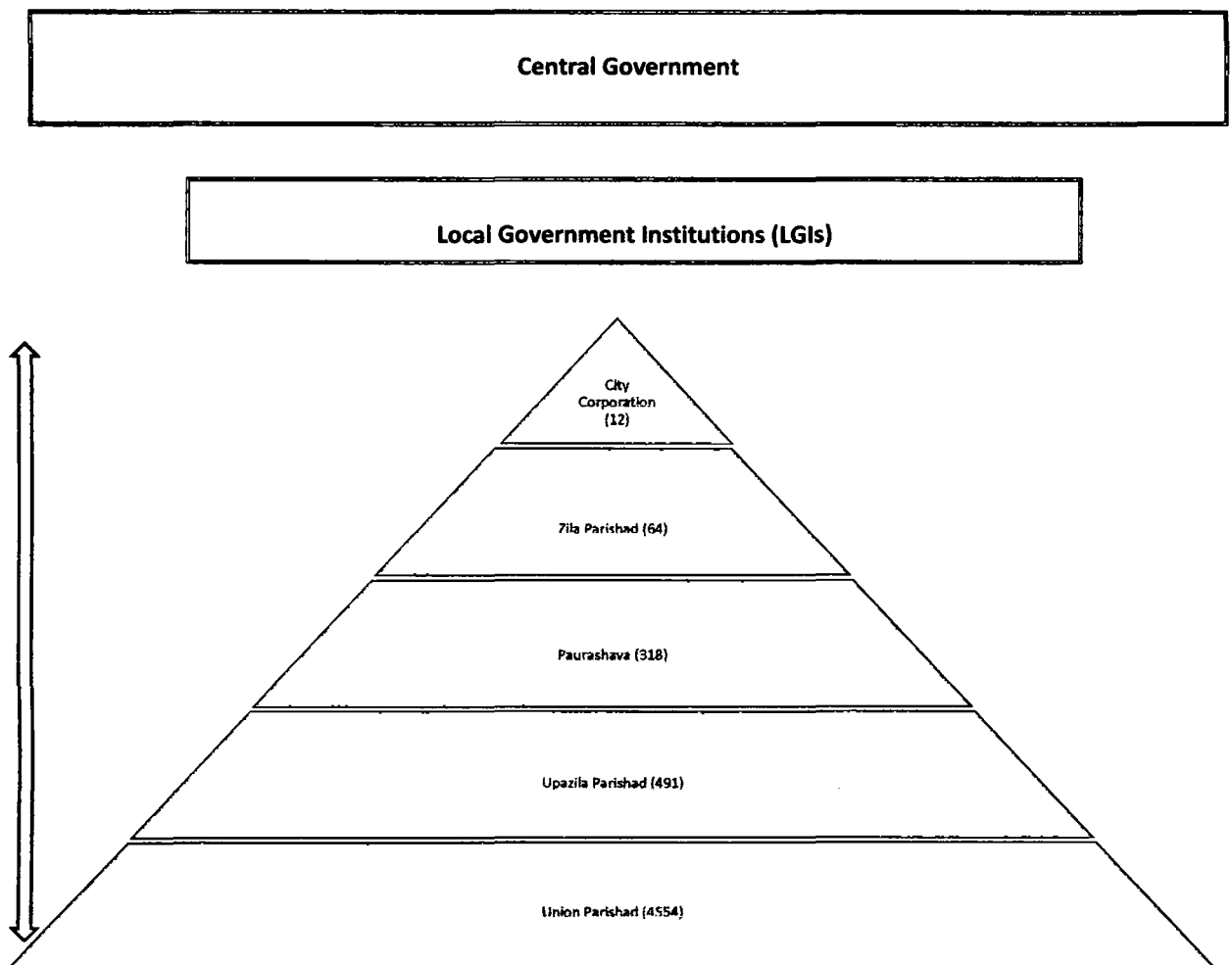


Figure 13: A simplified schematic presentation of the local government structure in Bangladesh.

Source: Adopted from Panday (2017); Khan (2016).

The Local Government Division (LGD) of the Ministry of Local Government, Rural Development and Co-operatives (MoLGRD & C) is the head figure for the management of the activities of the local government institutes. Currently, there are 4,554 Union Parishads, 491 Upazila Parishads, 318 Paurashavas, 12 City Corporations, and 64 Zila Parishads in Bangladesh, where the numbers of people employed are 34 thousand, 287 thousand, 89 thousand, 1,860 thousand and 2,340 thousand respectively (Barkat et al., 2015; GoB, n. d.).



Note: Hierarchy is not applicable for LGIs shown in the pyramid.

Figure 14: The local government institutions in Bangladesh (at a glance).

Source: Adopted from Barkat et al., (2015).

The following segment introduces an argument, in essence, about these LGIs with particular emphasis on historical evolution, present structures and development of City Corporations.

4.5 Historical Evolution of Urban Local Government and Present Status

Municipal organizations are called “Paurashavas” and City Corporations in the urban regions. Although both the Paurashavas and the City Corporations are autonomous entities, the sovereignty of each is regulated by the section that the government implements the recommending ability to the Paurashavas and has the ability to interfere in the activities of the City Corporations. A Paurashava contains both elected and nominated members. They comprise an elected chairman and commissioners to accomplish the tasks of Paurashava. The body of a City Corporation comprises elected, nominated and official members while the mayors are elected by the adult population (Mujeri & Singh, 1997). Urban local government institutions have played an extensive historical role in this subcontinent. These establishments existed in large cities as early as 1688 in Madras and later in Calcutta and Bombay in 1726. The arrangement of the local government institutions was passed under an official decree in 1842. It was followed by a number of acts and principles, for example, Act XXVI of 1860. The local government bodies in this region (then British India) were validated by the acts as Bengal Municipal Act of 1864, 1876, and 1884. In 1856, Nasirabad (currently Mymensingh) became the first municipality in the then Eastern Bengal under these legitimate decrees. It was followed by Sherpur, Dhaka and Chattogram in 1886, and later Brahmanbaria in 1894 (Siddique, 1984).

The royal British government paid substantial attention to the Urban Local Government System particularly the municipalities. Various commissions or committees were created in different phases to endorse the rules and principles appropriate for the colonists ruling in the urban regions. Amongst these different efforts are Lord Ripon’s Resolution of 1882, the Decentralization Commission Report of 1909, the Montagu-Chelmsford report of 1918, and the Simon Commission Report of 1920. Grounded on the decisions and results of these detailed reports, they passed the Bengal Municipal Act 1884, the Municipal Act 1898, and the Bengal Municipal Act 1932 (Aminuzzaman, 1993).

The scheme continued satisfactorily into the first decade of the Pakistan era, but following the execution of the Martial Law in 1958 by General Ayub Khan and his insertion of Basic Democracy, the municipal authority came to a grinding halt. In place of honest elections for the positions of Municipal Councillors, the indirect scheme of a phase-wise (for example by the Ward Committee and the Union Committee) representative system was hosted (Islam, 2013).

There have been several attempts at investigating the urban local government arrangement in the nation since the time of the liberation of Bangladesh in 1971 (Panday & Panday, 2008). Subsequent transformations that appeared after the independence of Bangladesh, provided more importance to the adherents of the National Parliament and later to the public officials and to the elected local government representatives within 1972 and 1976. Bangladesh was run by military governments throughout 1975-1990. After a long period of political struggle, the parliamentary form of democracy was re-established in 1991. The democratic procedure of electing the mayor and Ward commissioners by open voting came into practice in 1994 in Dhaka when Mohammad Hanif was elected as the mayor by the Local Government Act 1993. Similar progress occurred in the other City Corporations and Paurashavas. More development in the democratization procedure was attained in 1999 when the open election of women commissioners for the reserved seats was initiated. Each of the Paurashava Chairmen appeared to be recognized as mayors just like the City Corporation mayors and the ward commissioners were recognized as councillors in 2008 (Islam, 2013).

An urban area must satisfy some requirements before its announcement as such as per the prevailing legislation. These include three-fourths of the adult male people of the region essential to be engaged mostly in non-agricultural professions. Similarly, it was necessary to own 33 per cent of non-agricultural properties. The final requirement was an area encompassing a populace of not less than fifty thousand inhabitants. Additionally, its population density must not be below one thousand five hundred people in each square mile. Other than a cantonment, the regime may designate any urban region to be a municipality (Paurashava); increase, limit or adjust its boundary; and can also remove the municipal status of any urban region. A Paurashava has to be founded for each municipality. The Paurashava is a corporate organization, with a public hallmark and the authority to obtain and confiscate properties which are mutually transferrable and non-transferrable. The regime may inform (through an official gazette) the explicit title by which every Paurashava is to be recognized and when that is done, it is to be recognized by its location and the Paurashava cannot be addressed by the title of any individual (Siddiqui & Ahmed, 2016).

Currently, a number of Paurashavas (sole or the amalgamation of two or three) have been promoted to the position of City Corporations (Islam, 2013). Presently, we have a total of 12

City Corporations in Bangladesh (List of City Corporations of Bangladesh., n. d.). Mymensingh Municipality has been elevated as 12th City Corporation of Bangladesh. The fresh City Corporation will have an area of 91.315 square kilometres and a population of 4,71,858. Its population density is 5,167 per square kilometres (Mymensingh municipality elevated to City Corporation, 2018).

Table 10: List of City Corporations of Bangladesh

Sl. No.	Division	City Corporation
1.	Barisal Division	Barisal City Corporation (BCC)
2.	Chattogram Division	Chattogram City Corporation (CCC) Cumilla City Corporation (COCC)
3.	Dhaka Division	Dhaka North City Corporation (DNCC) Dhaka South City Corporation (DSCC) Gazipur City Corporation (GCC) Narayanganj City Corporation (NCC)
4.	Khulna Division	Khulna City Corporation (KCC)
5.	Mymensingh Division	Mymensingh City Corporation (MCC)
6.	Rajshahi Division	Rajshahi City Corporation (RCC)
7.	Rangpur Division	Rangpur City Corporation (RACC)
8.	Sylhet Division	Sylhet City Corporation (SCC)

Source: Local Government Division, GoB, 2020.

A City Corporation (CC) comprises a mayor and the number of councillors as indicated by the notified gazette of the government (Panday, 2017). According to the Local Government (City Corporation) Ordinance, 2008 and the Local Government (City Corporation) Act, 2009, the mayors and councillors of the City Corporations are to be popularly elected through an election by the adult population. For women councillors, one-third of the seats are reserved as set by the government which are to be filled through open elections by the adult population. The mayor of City Corporation is to be designated as a councillor of the Corporation as well (Siddiqui & Ahmed, 2016).

In fact, the number of wards is determined on the basis of the geography of every CC. While each CC varies in the number of wards and the power of the bulk of jobs, their organogram is

also very diverse. The mayor is considered the head of the CC with the authorization power for organizational, financial, strategy, and decision-making issues as per the rules of Local Government (City Corporation) Act 2009 (Amendment Act 2011) and holds the position of chairperson in the councillors' meetings as well. By the adult population, he/she is elected for a 5-year tenure. For 180 days, an administrator gets employed by the Government in the absence of an elected mayor. Ward councillors are considered as the crucial employees who play an effective role for their particular wards. They are accredited to join the standing committee meetings, general meetings, and so on. They can plan development strategies related to their wards with the support of the personnel of the Regional Executive Office and submit it for insertion in the CC's development agenda. Ward councillors are co-signers for the approval of monthly salary bills of waste managing staff in addition to the protection of materials, and the spare parts for street light of the ward area. They supervise ward-level facilities of the CC as well. The chief executive officer (CEO), as the executive head of the organization, is also selected by the Government Acts in addition to the regulatory authority of each departmental events. In exercising his power and settling responsibilities, he/ she remains liable to the mayor/administrator. If necessary, the mayor may assign any of his decision-making authority to the CEO (Panday, 2017).

In Bangladesh, though municipal governance is grounded on a fair election, the urban level-local government institutions (City Corporations and Paurashavas) do not possess sufficient power, influence, or sovereignty. They are also heavily reliant on the central government for resources and employees. Their working authority is very limited too. This is more applicable for the big City Corporations, for example, Dhaka and Chattogram as tasks like city planning and urban change, and electricity and water supply facilities have been removed from them and assigned to independent but unelected establishments under the central government. Though as specified above, excluding practical authority, the mayors do relish massive power within their particular municipal government. Decision-making within the institute is largely centralized although for the roles of the mayor there is an arrangement of decisions to be managed ascendant to the mayor by a number of specialised Standing Committees led by Ward Commissioners. All financial decisions are made by the mayor (Islam, 2013).

There are some general requirements in regard to each of the City Corporations. The tenure of the Corporation is 5 years commencing from the date of its first meeting after its constitution. Yet they are to continue working until their replacements hold the first meeting. All the responsible authority including the mayors, the councillors, and the women councillors of the City Corporations are to be popularly elected through fair elections by the adult population. The credentials and ineligibilities, the pledge of office and the pronouncement of matters, exclusion, resignation, casual vacancy, leave of office, the board of mayors, leave of absence, provisional termination, the notice of elections, etc., of the mayors, councillors and women councillors of each the City Corporation are similar to those for Paurashava mayors, councillors and women councillors with the exception that the City Corporation mayors will get leave from the government. The government is the recommending power of the City Corporations. It is authorized to contain any area within the boundary of a Corporation. For this purpose, the administration can create the necessary orders. The administration can create guidelines for the City Corporations and can assign any personnel to review or inspect any department or functions of the corporations. It holds the power to cancel unlawful events of the latter. If the Corporation fails to report its activities appropriately, the government may replace it for a definite period. The administration has the right to demand proceedings, details, etc. of the City Corporations whenever necessary (Siddiqui & Ahmed, 2016).

4.6 Functions of the City Corporation

The analysis of urbanization and altitudinal progress along with urban administration, governance, and societal transformation in the emerging world has received growing attention from the scholars. Urban administration is a multifaceted procedure, which involves large databases and high levels of coordination among the key players who are managing the city. In developing states, this procedure becomes even more problematic by a deficiency of monetary wealth and methodological assistance. Among other reasons, the classical application for these arrangements is far too incompetent. The shared consequences of rapid population growth, multidimensional development, ecological transformation, and the complicated local influences of the international political economy, therefore, walk hand in hand with the faulty prescribed governance arrangements, multidimensional disintegration, socio-economic division, and political struggles. In this setting, the query of urban governance, its excellence and its

multidimensional aspects are a pressing one (Rahman, 2013). Proper urban administration is contingent on the ability to manage the events of a variety of organizations comprising government institutions at the regional and national level (Amos, 1989). Because of rapid urbanization, the responsibilities and tasks of the urban local government organizations in Bangladesh have been growing in importance in recent years. The City Corporations and Paurashavas (Municipalities) have been established under distinct acts delivered by the *Jatiya Sangsad* (National Parliament).

4.6.1 Key Functions in Local Government (City Corporation) Act, 2009 (Amended in 2011)

The Corporation operates in the key metropolitan cities (Siddiqui & Ahmed, 2016). The Government of Bangladesh and the various political parties in the state, mention the consolidation the local governments in a way that can efficiently deliver the various facilities to the people (Islam, 2013). In Bangladesh, in the Local Government (City Corporation) Act, 2009 (Amended in 2011), the functions of the CC have been described. Section 41 (1) of the Act of 2009 signifies the duties and obligations of the CC. These are as follows:

(ka) To do the duties and obligations as indicated in Schedule 3 in agreement with the capability of the organization account.

(ga) To carry out any responsibility or execute any command of the government delivered through a gazette announcement. The mayor should be the chairperson of the standing committees and under the directions of the law, the councillors should implement events in the welfare of the community and should continue to be jointly liable to the corporation [Section 41 (2)]. In the general and reserved seats, the responsibilities and roles of the councillors should be resolute by the documentations/circulars [Section 41 (3)].

(kha) To carry out or discharge any supplementary responsibilities and tasks as ordered by the administration, delivered through directions and guidelines.

Section 42 of the assumed act also stipulates that irrespective of other deliveries confined in the Act or other Acts, the government, if needed, might, under definite circumstances:

(ka) enforce its jurisdiction on any department or action guided by the CC; (kha) might deliver an order for the transference of any institute or events led by the government to the administration or mechanism of the CC (Panday, 2017).

4.6.2 Segment-wise Functions of the City Corporations

Consistent with the Local Government (City Corporation) Act, 2009 (Amended in 2011), City Corporations are assigned with tasks to provide facilities to the broadly defined categories of:

- (a) public health (connected facilities comprising hygiene, elimination, collection and clearance of waste, registering of births, deaths and marriages, setup of hospitals and dispensaries, and facility of medicinal aid, assistance and medicinal education etc.).
- (b) drainage and water supply (for instance, public ferries and fisheries).
- (c) items of food and drink (for instance, simplification of public and privately-owned markets).
- (d) animal-related actions (for instance, animal farming, registering of cattle sales, livestock development and removal of carcasses).
- (e) town planning, construction control, street light, the reserve of water and transport control, public security, obligatory education, social wellbeing and overall planning (for example, the progress of commercial systems) (Bhattacharya et al., 2014).
- (f) Citizen's Charter: Citizen's Charter has been thought to be an operative and indispensable instrument for ensuring good governance. It's a reaction to the search for resolving the difficulties which citizens face while dealing with public service providers. Since government services are supported by citizens, both directly or implicitly, they have the right to expect a certain quality of service provision that fulfils their necessities and which is delivered proficiently at a sensible cost. A Citizen's Charter is a manifestation of accepting the concerns of the citizen and the facility provider about the kind of facilities that the latter is expected to deliver. There is a very close relationship between the Citizen's Charter Initiative and the Right to Information (RTI) Act. The Government of Bangladesh also passed the RTI Act in 2009. A Citizen's Charter, wherein the central and local government, openly proclaims the facilities to which the citizens are entitled to, is a key component of the Act (Rahman, 2017). City Corporation intended to circulate a citizen's charter to make the common people aware of all the activities of the City

Corporation. The City Corporation will also revise the citizen charter from different intervals.

- (g) Usage of Innovative Information Technology and Good Governance: Electronic-governance (in short, it is e-governance) includes the usage of Information and Communication Technology (ICT) and its several functions by the government for the distribution of information and e-services (that is facilities serving by electronic means) to the population of the country. Generally speaking, e-governance can be described as the usage and functions of ICT in public administration to handling procedures to efficiently transfer data and information to improve government service delivery for the welfare of the people. The motto of “Digital Bangladesh” of the Government of Bangladesh has particular implication for e-governance for state improvement. Vision 2021 Digital Bangladesh is a large stimulus for the practice of digital expertise for e-governance in the state. Despite numerous blockages and restrictions, mechanisms are in motion for the understanding of e-governance in each area of management (Rahman, 2016). All City Corporations seek to confirm the use of innovative information technology and good governance. The City Corporations also intend to notify citizens about the modern facilities stated in the citizen’s charter, comprising government facilities by utilising progressive information technology.

The Local Government (City Corporation) Act, 2009 (which was Amended in 2011) permits all CC to accept any improvement strategy and its execution under the endorsement of the Government’s local government division. In fact, the incapacity of the CCs to the jurisdiction of the local government division leaves little space for autonomy for the CCs. Central government organizations are usually liable for key urban facilities. Usually, local citizens see the elected local government representatives of the municipal corporation as the entitled authority to meet their needs, though they do not have the legal authority to do so. Additionally, some tasks of CC overlap with the dominion of other organizations which generates misunderstandings. For example, the CC has been authorized by the Local Government (City Corporation) Act, 2009 (Amended in 2011) to articulate a principal strategy comprising the requirements to improve land and standardize building formation within the city (Panday, 2017).

4.6.3 Functions Really Performed by City Corporations

The City Corporation is authorized to serve a variety of municipal and civic purposes. In fact, they cannot accomplish all of these tasks because of severe scarcity of finances, low and irregular collection of taxes, and misappropriation of taxes by the administration, and incompetent manpower and inadequate government donations. The City Corporations' tasks are many, however, its resources are limited (Islam & Yeasmin, 2015). Because of economic limitations, the City Corporations, in real life, execute the following tasks only:

- (a) Formation and preservation of bridges, culverts, roads, etc.
- (b) Removal assemblage and dumping of garbage, wastes, rubbish, etc.
- (c) Facility and conservation of street lighting.
- (d) Facility of water supply.
- (e) Building and conservation of communal and shopping centres.
- (f) Establishment and conservation of graveyards and cremation lands.
- (g) Abolition of mosquitoes.
- (h) Registering of births, deaths and marriages.
- (i) Preservation of slaughterhouses.
- (j) Jurisdiction over privately-owned shopping centres.
- (k) Establishment and conservation of parks and gardens.
- (l) Specifying of roads and numbering of households.
- (m) Prearrangement of public toilets.
- (n) Issuance of particular certificates (for instance, birth and death certificate, character certificate, succession certificate etc.).
- (o) Legal authorities through the construction of a conciliation board (Siddiqui & Ahmed, 2016).

4.7 Conclusion

Global practices suggest that the crucial element to achieving the aim of sustainable urban growth is good governance, particularly through the local urban governments (Islam, 2013). Urban local government as a partisan institute that confirms the citizens' participation in development events which has yet to take an appropriate form in Bangladesh. Since its

independence in 1971, consecutive governments have endeavoured to make organizational transformations in the urban local government scheme and then have in the procedure, disregarded their practical effects. That is the reason practically all local government organizations suffer from many difficulties (Panday & Panday, 2008). CCs in many developed states have been stimulated and authorized by the regime to take up more progressive agendas and projects to meet the expectations of the citizens. Furthermore, to their progressive role, the regime is responsible to supervise and oversee diverse services comprising health, education, and family assistance those are being represented by the government. Even the current source of taxation and matter of innovative savings tools, comprising debentures and bonds of CCs, have been extended to meet their financial requirements. They have been made the managers of various service providers and suppliers. To accomplish these aims, a considerable volume of power and influence of pertinent ministries/divisions of the administration has been given to the corporations and municipalities. Though, the actual condition of the framework of CCs in Bangladesh is not like those in most of the developed states (Panday, 2017). Yet, the on-field experience of the performance of local government organizations: City Corporations, are explained in broadly in the following chapter, based on the empirical data of this study. The following chapter provides an overview of the respondents' responses regarding the Nature and Extent of the Citizens' Trust on the basis of quality service delivery in Local Government Institutions (LGIs) with special focus on the Cumilla and Chattogram City Corporations.

Chapter 5: Quality Service Delivery in Local Government Institutions (LGIs)

“Citizens’ trust in government is a complex mix of ideologies, experiences, stereotypes and images, comprising but not limited to the specific aspects of public sector organization and functioning” (Blind, 2007: 23)

5.1 Introduction

Governments can learn from each other about how to form the trust that is vital for the creation of resilient societies in the age of severity, indecision, and difficulty of public matters in the 21st century (Kim, 2016). Democracy allows citizens the right to appeal to their government in the hopes of attaining some specific or societal goals which necessitate a fair struggle among the diverse forms of community interests. Good governance is, however, more than an opportunity for contending views or an announcing board for the public’s grievances; it addresses those problems. A well-represented government not only reflects the demands of its populace (namely, is approachable) but also performs efficaciously to fulfil these needs (namely, is efficient). Any dimension of government function must encounter four strict tests: a) It needs to be inclusive b) It should be internally reliable c) It should be consistent and d) It needs to communicate the purposes and assessments of the organisation’s employees to the citizens (Putnam et al., 1993). The nature and extent of the citizens’ trust is the key issue that is focused on in this study. This chapter provides insights into the nature and extent of the citizens’ trust on the basis of the quality service delivery of the Chattogram and Cumilla City Corporations as local government institutions that provide services to the city inhabitants.

5.2 Quality Service Delivery

Citizens have trust when the institution has maintained speed, accuracy, regularity, consistency, timeliness, and efficiency in the process of providing different services to the citizens in its territory. Consequently, citizens trust that the institution is working in their best interests. So, “quality service delivery” is measured by the indicators: speed, accuracy, regularity, consistency, timeliness and efficiency.

5.2.1 Timeliness

Timeliness is an important indicator of quality service delivery which is measured by the timely response of service providers to meet the demands of the service receivers. This study measured how attentive and truthful the service providers were about their timeliness. That's why this study also measured the extent of timeliness of the Cumilla and the Chattogram City Corporations' service providers. It also finds out the variation between the service providers from both City Corporations regarding their timeliness.

Table 11: Timeliness of Service (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	6	(4%)	0	(0%)	2	(10%)
Low	8	(5%)	0	(0%)	0	(0%)
Average	52	(32%)	0	(0%)	0	(0%)
Good	74	(46%)	12	(60%)	0	(0%)
Very Good	20	(13%)	8	(40%)	12	(60%)
Excellent	0	(0%)	0	(0%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 11 shows the level of timeliness of the services delivered by the Cumilla City Corporation. In Cumilla City Corporation, most of the citizens surveyed (46%) reported that the timeliness of the services delivered was "good" and another 13% of respondents opined that it was at a "very good" level. According to the respondents, when they had applied for different services, the service providing authority didn't hesitate to provide assistance especially for the simple cases like birth or marriage registration, license provision, etc. They expressed that the City Corporation dealt with many tasks and lacked sufficient manpower which resulted in delays. However, the representatives were aware of providing timely services, for example, one of the respondents said that when he had applied for a soil test, the service providers had done so quickly and attentively. Another 5% of the surveyed citizens reported a 'low' level of timeliness because they alleged that the service providers had delayed up to a couple of months to complete a simple task and had not followed schedules. The remaining 4% of respondents were not satisfied with the timeliness of service delivery by the Cumilla City Corporation because the

corporation had a delayed waste disposal process, had planned development activities without consultation with the citizens and was ignorant about the citizens' demands.

Additionally, 60% of the Cumilla City Corporation staff reported that the level of timeliness of service delivery was good. Another 40% of respondents reported a "very good" level of timeliness because they said that they had provided services to the citizens or had worked on City Corporation projects on a daily basis and had always tried to do so on time. Considering the positive responses from the staff, it can be deduced that the staff tried their best to fulfil the people's demands on time.

According to the elected representatives' of the Cumilla City Corporation who were surveyed most of them (60%) reported that the level of timeliness of service delivery was "very good". They said that whenever they had received applications or cases, they always try their best to finish them as quickly as possible. Additionally, they said that they had to maintain the timeliness of service to retain their popularity, to uphold the people's trust and to carry out their assigned responsibilities. Furthermore, they also said that various services like as birth and death certificate issuance, driving license issuance, water management, waste management, mosquito destruction, etc. were carried out as timely as possible. Moreover, 30% of the surveyed representatives reported an 'excellent' level of timeliness of service delivery because the day-to-day tasks of the City Corporation were performed regularly and on time. The representatives also said that the City Corporation had maintained the timeliness of service to earn the citizens' trust. Only 10% of the respondents reported an unsatisfactory level of timeliness of service delivery. This respondent said that coordination, beautification, and awareness should be carried out in a well-planned and timely manner because the projects behind the aforementioned tasks usually took a long time to formulate and implement.

Table 12: Timeliness of Service (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	8	(5%)	0	(0%)	0	(0%)
Low	58	(36%)	0	(0%)	0	(0%)
Average	36	(23%)	0	(0%)	4	(20%)

Good	32	(20%)	0	(0%)	8	(40%)
Very Good	26	(16%)	10	(50%)	4	(20%)
Excellent	0	(0%)	10	(50%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 12 shows the level of timeliness of the Chattogram City Corporation. Most of the citizens surveyed (36%) from this City Corporation reported a low level of timeliness of service delivery because the City Corporation officials did not come to the office on time and lacked discipline. The respondents also said that the Chattogram City Corporation couldn't provide services to the citizens on time because of the absence of employees in the office, limited manpower, limited computer operators, and high pressure of work. 23% of the surveyed citizens reported an "average" level of timeliness as they said that the officials usually couldn't come to the office on time because of traffic jams, other official duties, etc. 20% of the respondents reported a "good" level of timeliness of service because they reasoned that the officials came to the office on time to avoid being reprimanded by their superiors. Additionally, the respondents said that only the construction of roads was done on time. Another 16% of respondents reported a "very good" level of timeliness because they had received services on schedule. They also said that the mayor kept track of the staffs' attendance which compelled the staff to come to the office on time. However, 5% of the citizens surveyed were not satisfied with the level of timeliness of service because they thought that the officials had required many unnecessary documents which created delays.

According to the Chattogram City Corporation staff surveyed, 50% of them reported that the level of timeliness of service delivery was "very good". The staff also said that the Chattogram City Corporation had provided various facilities like as registration of birth and death, drainage and sewerage disposal, street lighting, etc. The respondents said that they tried to provide these services legally and in a timely manner whenever necessary although sometimes there may be delays caused by traffic jams, staff shortage, environmental issues and power outages. At the same time, another 50% of respondents categorised the timeliness of service delivery as "excellent". They reasoned that the staff followed a specific routine for work resulting in clean streets and proper garbage disposal on time. They also said that the services were provided within a day at the speed of electricity thanks to information technology. Additionally, the respondents claim that the mayor monitors everything with sincerity and the staffs are

accountable to him. On the other hand, 40% of the surveyed elected representatives from the Chattogram City Corporation claimed that the level of timeliness of service delivery was “good”. The Chattogram City Corporation’s services include providing birth and death certificates, marriage and divorce certificates, certificates of monthly income, attestation letter, etc. These services have high public demand. The respondents said that the City Corporation had provided these services as soon as possible and that the officials help people as soon as they arrived at the office. 20% of the respondents thought that the timeliness of service provision was “average” because of slow internet connection or server problems. Another 20% of respondents stated “excellent” timeliness of service delivery because beautification, development activities, *Salish*, etc. were also performed properly on time. 20% of the respondents expressed “very good” timeliness of service provision in response as the regular door-to-door waste collections were done on time.

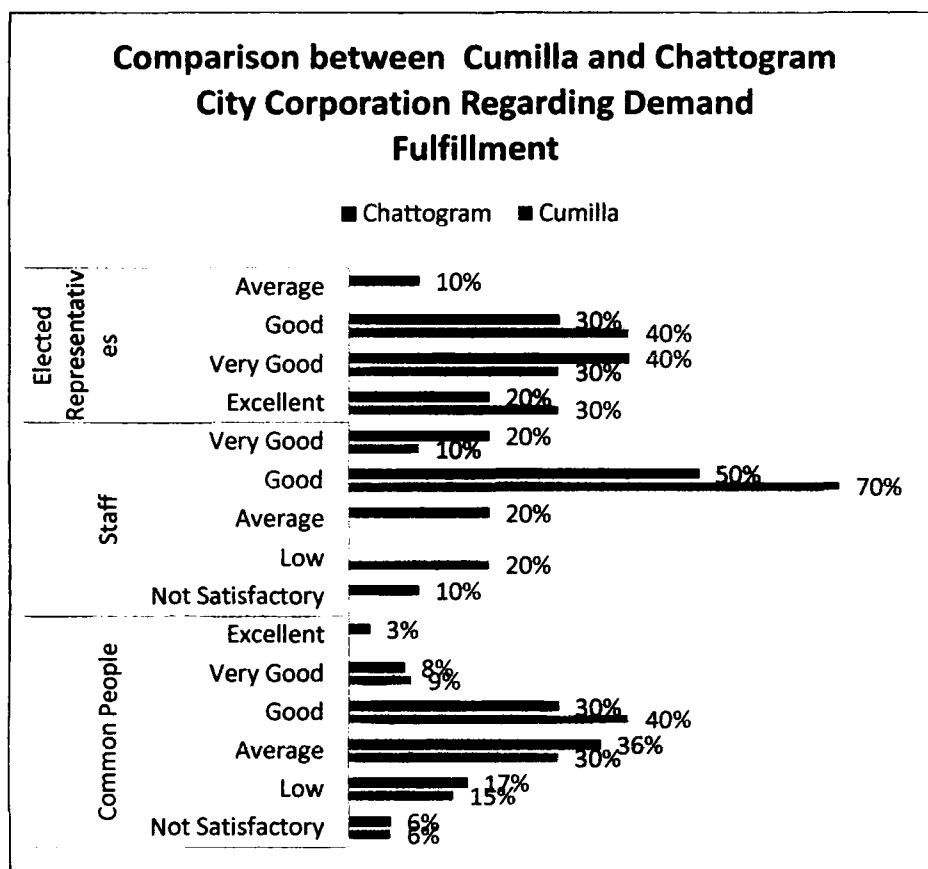


Figure 15: Comparison between the Cumilla and the Chattogram City Corporations’ the timeliness of service

Source: Field Survey, 2019-2020.

Figure 15 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding the timeliness of service delivery. In the Cumilla City Corporation, 46% of the citizens surveyed said that their City Corporation had "good" timeliness of service provision. The respondents also said that the officials had worked very sincerely to provide services and were conscious of the Citizen Charter in this City Corporation. Otherwise, only 4% of the citizen respondents were dissatisfied with the lack of timeliness of service delivery. These respondents also said that the impartiality of the officials varied from person to person and that the local influential and elite individuals got service easily. On the other hand, 35% of the citizens from the Chattogram City Corporation reported a "low" level of timeliness. The citizens thought that the City Corporation was engaged in so many activities that they couldn't maintain regularity in any task other than the road constructions in urban areas. Various organisations dug the roads randomly to repair the electrical pillars. However, there was no cooperation among government agencies to conduct development activities.

According to the staff surveyed, the Chattogram City Corporation was supposed to have clean road, drains and dustbins. They also said that the Chattogram City Corporation had a strong monitoring system and that the cleaning activities and the development work of the City Corporation were always monitored by the mayor. The other 50% of staff respondents said that the mayor was also concerned about maintaining schedules and held meetings about providing services on time. The problems regarding lengthy services were also taken into consideration. On the other hand, from the Cumilla City Corporation, most of the staff respondents said that they also maintained timeliness. The staff respondents thought that their City Corporation had a limited number of employees and insufficient manpower. However, the respondents suggested that the development projects were still completed on time due to the skilled labour at the City Corporation's disposal.

Moreover, 60% of elected representatives who were surveyed said that they had tried their best to serve the people and to implement the projects and daily activities without leaving those activities for later; that's why the Cumilla City Corporation could run their activities on time and thus had a "very good" level of timeliness. According to the other 30% of respondents who claimed that the timeliness of service delivery was "excellent", punctuality was almost a general

rule and trend of their work environment. Only 10% of the respondents said that the level of timeliness was not satisfactory. The respondents claimed that the people receiving service were sometimes impatient since most officials were delayed by electrical and server problems and were forced to multi-task. On the other hand, the Chattogram City Corporation played a very active role in development activities, unlike the Cumilla City Corporation. In the Chattogram City Corporation, most of the surveyed elected representatives (40%) said that the service delivery had a “good” level of timeliness. They also said that they had responded to the people’s needs with enthusiasm and had maintained regularity. 20% of the representative respondent said that service delivery had an “excellent” level of timeliness as the time schedules for service delivery were maintained by the service providers.

5.2.2 Demand Fulfilment

Fulfilment is the value of doing anything properly. Here we try to understand the extent to which the Cumilla and Chattogram City Corporations fulfil the citizens’ demands. That’s why this study measured the extent of demand fulfilment of the Cumilla and Chattogram City Corporations’ services.

Table 13: Demand Fulfilment (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	10	(6%)	0	(0%)	0	(0%)
Low	24	(15%)	0	(0%)	0	(0%)
Average	48	(30%)	4	(20%)	0	(0%)
Good	64	(40%)	14	(70%)	8	(40%)
Very Good	14	(9%)	2	(10%)	6	(30%)
Excellent	0	(0%)	0	(0%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 13 shows the extent of demand fulfilment of the citizens by the Cumilla City Corporation. Most of the surveyed citizens (40%) reported a “good” level of demand fulfilment by the Cumilla City Corporation because the people received a lot of different services like allowances,

dispute resolution, communication facilities, drainage, street lighting, beautification services, etc. from the authority. 30% of the respondents also reported an “average” level of demand fulfilment as the City Corporation’s resources were limited. Although in the case of service provision, they also said that equity was maintained and disability allowances, child allowances, and adult allowances were provided. 15% of the respondents reported a “low” level of demand fulfilment in response. According to the respondents, the main reason for the diversified opinions regarding fulfilment was that some of the people who live in the underdeveloped areas of the City Corporation do not receive adequate facilities, unlike their city centre counterparts. Another 6% of respondents were not satisfied with the level of demand fulfilment by the Cumilla City Corporation because they thought the Corporation broke their commitment to ensuring the quality of service provision to the citizens.

70% of the staff surveyed from the Cumilla City Corporation said that the demands of people were fulfilled at a “good” level. They said that people received different allowances, dispute resolution, communication facilities and many other different services from the Corporation to meet their demands. Another 10% of staff expressed that the demand fulfilment by the Corporation was “very good”. People demanded education, safe and secure environments, and proper infrastructures such as roads and bridges. To fulfil these demands the Cumilla City Corporation was working to provide health facilities, waste management, proper drainage systems as well as providing birth, marriage, adoption, etc. related certificates. This wide range of services fulfilled the demands of many citizens very well. On the other hand, 20% of the staff respondents said that the demand fulfilment by the Corporation was at an “average” level because in many cases the staff couldn’t provide satisfactory service because of the lack of manpower, technology, and support from the authority. They also thought that budget constraints limited their ability to properly fulfil the demands of the citizens.

Most of the surveyed elected representatives from the Cumilla City Corporation (40%) reported a “very good” level of demand fulfilment and expressed that the City Corporation was a favourable source of service for the people. According to them, the people’s major needs and demands were to stay secure, to live in a healthy and safe environment, to get the required infrastructure, transportation and communication facilities, etc. which were adequately provided by the Cumilla City Corporation. 30% of them commented “excellent” to describe the level of

fulfilment. Specifically, they expressed that to ensure a healthy and hygienic environment, the drainage systems were cleaned regularly, sufficient pure water was supplied regularly, and various initiatives have been taken to fight against various diseases. They also said that various development projects were regularly planned and implemented for construction, building and manufacturing, as well as the provision of various security services like birth and marriage registrations, dispute resolution, etc. The remaining 30% of representatives also reported a “very good” level of demand fulfilment of citizens by the City Corporation. One of the councillors also said, “City Corporation has a scarcity of funds. Although the City Corporation wants to provide more services, it is not able to contend all the demands of people”.

Table 14: Demand Fulfilment (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	10	(6%)	0	(0%)	0	(0%)
Low	28	(17%)	2	(10%)	0	(0%)
Average	58	(36%)	0	(0%)	2	(10%)
Good	48	(30%)	4	(20%)	6	(30%)
Very Good	12	(8%)	10	(50%)	8	(40%)
Excellent	4	(3%)	4	(20%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 14 shows that the level of demand fulfilment of the citizens by the Chattogram City Corporation. City Corporation provides various services to citizens. 36% of the citizens surveyed from the Chattogram City Corporation reported an “average” level of demand fulfilment because the City Corporation fulfilled a limited number of demands of the people. They argued that although the City Corporation did provide some services, these services were plagued by corruption, bribery, and irregularities. There was also inadequate attention to “dengue” problems according to the respondents. 30% of respondents expressed a “good” level of demand fulfilment in response referring to the proper healthcare services provided by the City Corporation. 8% of the respondents reported a “very good” level of demand fulfilment in response, saying that road constructions, drainage systems, and street lighting had been improved over time. On the other hand, 17% of respondents expressed a “low” level of demand fulfilment because of insufficient

services, waterlogging, allowance problems, etc. 6% of respondents also responded that the City Corporation couldn't fulfil the people's demands at all because the City Corporation regularly delayed service provision and engaged in bribery.

According to the Chattogram City Corporation staff surveyed, the people's demands have increased over time. The staff also said that the Chattogram City Corporation can fulfil the demand for healthcare, street lighting, construction of roads, etc. properly. Most of the respondents (around 50%) responded that there was a "very good" level of demand fulfilment because the people got different allowances, dispute resolution, communication facilities, etc. from the City Corporation. They also said that the people's demands were prioritised by the City Corporation. 20% of the respondents reported a "good" level of demand fulfilment because they thought that the services provided were according to the work plan of the City Corporations while another 20% of the respondents reported an "excellent" level of demand fulfilment. They claimed that no one ever returned from the corporation without receiving services and that it was the City Corporation's job was to fulfil the demands of citizens by default. 10% of the respondents also reported a "low" level of demand fulfilment in response. The respondents said that all needs were not met because of high expectations, heavy workload, a lack of financial capacity, technical problems and insufficient manpower.

Most of the surveyed councillors or elected representatives (around 40%) reported a "very good" level of demand fulfilment and expressed that the Chattogram City Corporation was working to serve the people. Additionally, the respondents said that they addressed numerous problems like disputes, terrorism, drugs problems, etc. One of the male councillors said, **"We work from morning to afternoon at 4:00 pm just to serve the general people"**. Another 30% of the respondents reported "good" demand fulfilment and only 20% of the respondents said that the citizens' demands were fulfilled at an "excellent" level. The representative respondents expressed that because they were elected by the people, it was their responsibility to fulfil the people's demands and thus they weren't hesitant to provide services. On the other hand, 10% of the respondents reported an "average" level of demand fulfilment as the shortage of manpower limited their ability to complete all tasks at once. The respondents still acknowledged that the services were provided according to the Citizen's Charter.

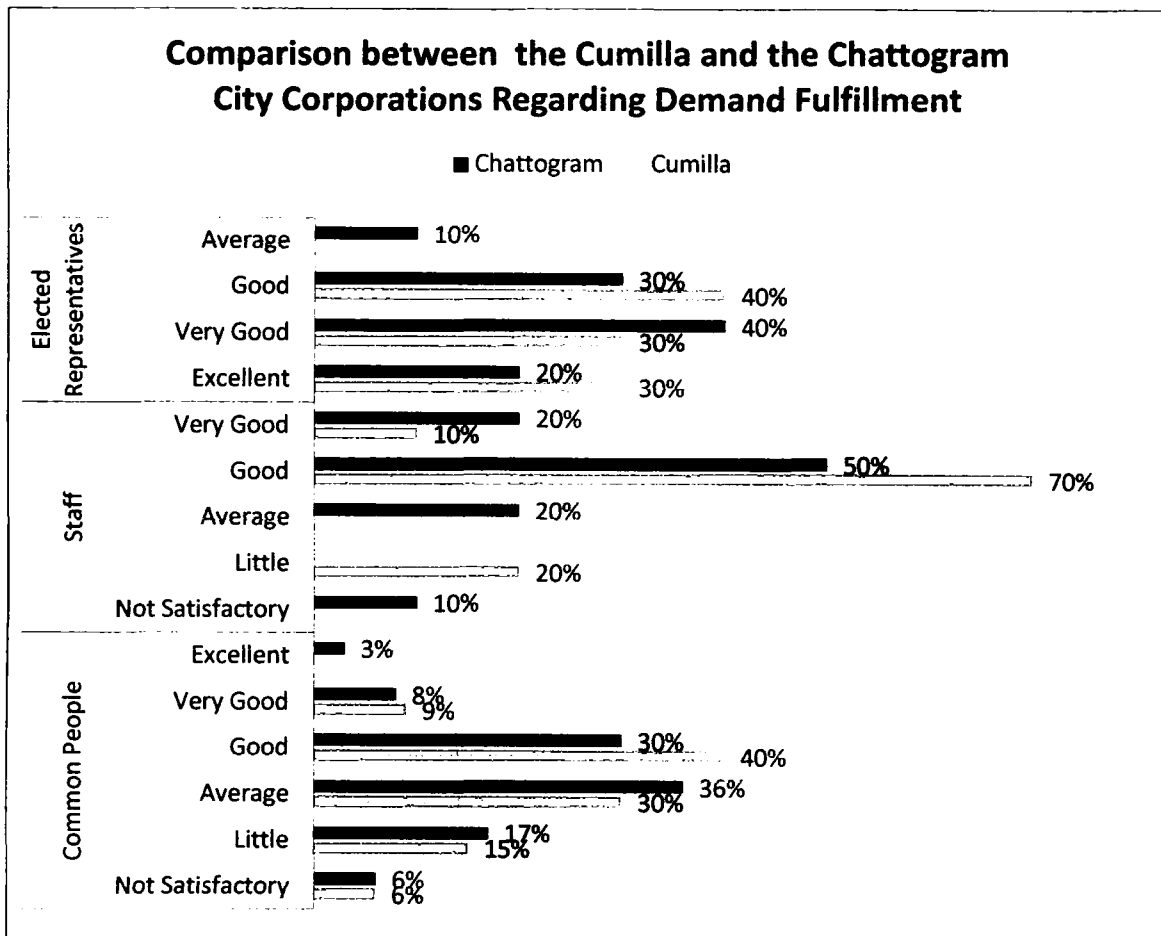


Figure 16: Comparison between Cumilla and Chattogram City Corporations regarding demand fulfilment

Source: Field Survey, 2019-2020.

Figure 16 shows the comparison between the Cumilla and the Chattogram City Corporations’ staffs’, councillors’, and citizens’ responses regarding the level of demand fulfilment of the citizens by both City Corporations. From the Chattogram City Corporation, 36% of the citizens surveyed said that the service provider’s demand fulfilment was at an “average” level. The service providers provided various services viz. garbage disposal, drainage, mosquito control, street lights, road repair, park management, public toilet, health care service, education, footpath, passenger shed, foot-over bridge, public security, water supply, gas supply, electricity, etc. On the other hand, 17% of the respondents said that there was a “low” level of demand fulfilment by the City Corporation as unhygienic public toilets, mismanagement in garbage disposal, and dilapidated roads were very common in the city. In the Cumilla City Corporation, 40% of the

respondents expressed, that the City Corporation tried to fulfil the demand of the citizens well. They claimed that the issues of road construction, garbage cleaning, lamp post repair, drainage, mosquito control, street lighting, road repair, park management, public toilets, health care services, education, footpath management, etc. were done properly. Additionally, in their opinion whenever the people faced any problem, the service providers tried to solve it immediately, for example, garbage disposal and drainage maintenance was done every 3-4 days. Only 15% of the respondents reported a “low” level of demand fulfilment as most of the garbage was removed during daytime which had created an eyesore.

From the Chattogram City Corporation survey, most of the staff surveyed (50%) said the City Corporation fulfilled the people’s demands ‘very well’ because the Citizen’s Charter was fully implemented and the garbage management employees were monitored by the elected representatives themselves. As a major commercial area of Bangladesh, the City Corporation had always tried to fulfil both short and long-term demands according to the staff respondents. 10% of respondents reported a “low” level of demand fulfilment in response as waste management was an expensive problem for urban development. As the resources were insufficient, waste management was still a crucial challenge for the Chattogram City Corporation. On the other hand, from the Cumilla City Corporation, most of the respondents (70%) said that the people’s demands were fulfilled at a “good” level. The City Corporation officials always tried to fulfil the citizens’ demands, followed the Citizen’s Charter, and offered services through modern technology according to the respondents. 20% of the respondents reported an “average” level of demand fulfilment while acknowledging that the City Corporation had many problems like low revenue collection, the rigidity of rules and regulations.

According to the elected representatives who were surveyed, the City Corporations provided various services to citizens. According to figure 16, from the Cumilla City Corporation, most of the surveyed councillors said that there was a “good” level of fulfilment of demand by the institution. According to these respondents, the Cumilla City Corporation was the most trustworthy source to receive social services that fulfilled the public’s demands in almost all cases. On the other hand, from the Chattogram City Corporation, most of the respondents expressed that the people had experienced a “very good” level of demand fulfilment from the City Corporation, especially in the provision of welfare-related services. So, the Chattogram

City Corporation was better than the Cumilla City Corporation in providing the services necessary to fulfil the demands of the people according to the elected representatives who were surveyed.

5.2.3 Regularity

Regularity is the ability to do anything on a regular or daily basis. In the City Corporation, maintaining regularity can make a good impression to the citizens which help to improve the citizens' trust in the City Corporation. Similarly, it can give a bad impression of the City Corporation, if it is not maintained properly. In this case, regularity was completely dependent on the service provider's seriousness and willingness.

Table 15: Regularity Maintenance (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	8	(5%)	0	(0%)	0	(0%)
Low	18	(11%)	0	(0%)	0	(0%)
Average	38	(24%)	4	(20%)	0	(0%)
Good	80	(50%)	14	(70%)	6	(30%)
Very Good	16	(10%)	2	(10%)	8	(40%)
Excellent	0	(0%)	0	(0%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 15 shows the level of regularity maintenance of the services provided by the Cumilla City Corporation. In that regard, most of the citizens surveyed 50% reported a "good" level of regularity of service delivery and also said that the Cumilla City Corporation provided regular services. Another 10% of respondents said that they experienced a "very good" regularity of service because it was the staffs' and the elected representatives' job to provide services regularly. Different services were provided to the citizens by the City Corporation like the construction of buildings, removal of garbage, the maintenance of a proper drainage system, the provision of healthcare facilities, and illiteracy reduction, etc. which make the people solvent and reduce unemployment problems. 24% of the respondents reported an "average" regularity of service delivery because the garbage disposal by the City Corporation wasn't regular; the

undertaken projects were implemented very slowly and haphazardly. On the other hand, 11% of the respondents said that there was a “low” regularity of service due to a lack of coordination which resulted in only a handful of services getting delivered regularly.

Additionally, most of the staff surveyed (about 70%) reported a “good” level of regularity of service provision and said that the Cumilla City Corporation maintained a regular delivery of service as it was their responsibility to do so. The respondents also said that the mayor and the elected representatives looked after the activities regularly and ensured quality services to the citizens. Another 20 % of respondents reported an “average” level of regularity of service as they often lacked the transportation facilities necessary to reach service seekers quickly. 10% of the staff respondents reported a “very good” level of regularity of service as garbage disposal was maintained regularly. However, the respondents said that the regularity maintenance of service delivery by the staff depended on their assignments and instructions from their superiors.

Moreover, most of the surveyed councillors (40%) opined that the regularity of service delivery was at a “very good” level. They also said that the City Corporation-maintained service delivery efficiently. 30% of the respondents reported a “good” level of regularity of service. The respondents said that they were trying their best to maintain regular services. Furthermore, the remaining 30% of the respondents reported an “excellent” regularity of service. These respondents said that excluding government fees and service charges, no other charges were applicable and that the elected representatives responded to the citizens’ needs even beyond working hours. The mayor himself said, **“It was really frustrating that e-services are not currently very effective for the citizens. If server problems are solved then it will be very effective to ensure the services for all”**.

Table 16: Regularity Maintenance (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	8	(5%)	0	(0%)	0	(0%)
Low	48	(30%)	2	(10%)	0	(0%)
Average	52	(32%)	0	(0%)	0	(0%)

Good	30	(19%)	0	(0%)	10	(50%)
Very Good	22	(14%)	10	(50%)	2	(10%)
Excellent	0	(0%)	8	(40%)	8	(40%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 16 shows the level of regularity maintenance of the services provided by the Chattogram City Corporation. In that regard, most of the regular citizens surveyed, 32% opined that the City Corporation maintained an “average” level of service regularity as only the construction of roads and the waste disposal jobs were completed regularly. According to this table, 30% of the respondents reported a “low” regularity of service as the elected representatives were too busy with unrest, politics, or were fulfilling their own interests than that of the people. From the respondents, only 5% said that there was an unsatisfactory level of regularity of service as it was barely maintained. However, 19% of the respondents said that the regularity of service was “good” and 14% reported that it was “very good” because the City Corporation tried to provide services to the general people by carrying out various duties like repairing the roads and cleaning the streets.

In case study-1, participants described how elite person influence on the service procedures. The case is present below:

Case-1: Service Varies from Person to Person (Chattogram City Corporation)

Md. Habibur Rahman (pseudonym) is a 58-year-old hotel owner who lives in Anderkill in the Chattogram City Corporation area. He has two sons. Mr Habibur emphasised the need for personal connections within the City Corporations to receive services without delays. For example, he shared his experience of getting his 20-year-old son included in the updated voter’s list within 14 days due to his rapport with the incumbent councillor. Mr Habibur said that his connections had allowed him to acquire his son’s voter ID so quickly since the general public usually had to wait much longer while facing numerous problems to receive the same service from the City Corporation. He said, “We will continue to get services from the City Corporation without delay as long this councillor holds office”.

Additionally, 50% of the surveyed Chattogram City Corporation staff reported a “very good” regularity of service as they said that they tried their best to provide many services and that the Chattogram City Corporation had maintained the delivery of service regularly. The respondents also said that they were working for the citizens and that the city was cleaned every day with the construction of roads and other developmental projects being monitored regularly. Moreover, the staff said that the maintenance of services was observed regularly so that people’s demands could be fulfilled when necessary and that the construction and cleaning of roads were done on time. Another 40% of staff respondents reported an “excellent” level of regularity of service while the other 10% of respondents opined that a “low” regularity of service was maintained due to the shortage of equipment to meet the growing demands of the citizens.

Furthermore, most of the elected representatives surveyed, 50% opined that the level of regularity of service provision was “good”. The respondents said that the maintenance of roads, bridges, culverts, public libraries, markets, water supplies, and sewage disposal were important tasks for the City Corporation and were maintained well. The respondents also said that they had distributed blankets among the poor during the winter seasons and had provided relief during the rainy seasons to the flood-affected people regularly. According to this table, 10% of the respondents reported a “very good” level of regularity of service because the mayor had supervised all the activities fairly. Moreover, 40% of the respondents expressed that the level of regularity of service was “excellent” because extra charges were not imposed and the elected representatives were responsible to citizens beyond working hours. For example, one of the women councillors said, **“I work as a female representative in this area. I always try to provide more facilities. Extra charges were not imposed on the people”**.

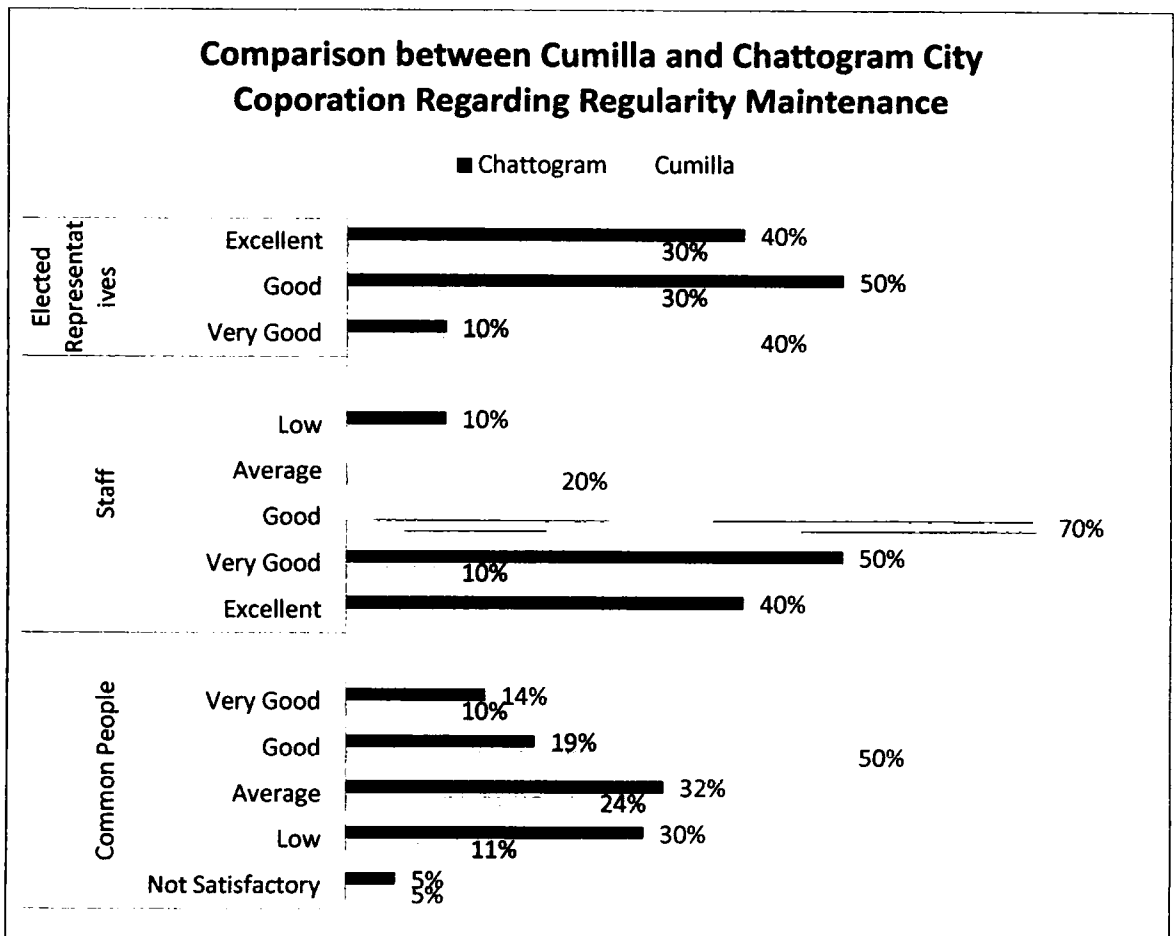


Figure 17: Comparison between the Cumilla and the Chattogram City Corporations regarding regularity maintenance

Source: Field Survey, 2019-2020.

Figure 17 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding regularity maintenance. The main duties of the service providers are to provide proper services and to maintain the regularity. In the Chattogram City Corporation, 32% of the citizens surveyed expressed that the service providers had maintained an "average" level of service regularity because the quality of work of the City Corporation was not good and that they did not complete their tasks on time. The respondents also said that sometimes the City Corporation would stop their work in the mid-way and would only do their jobs properly as long as the mayor was present in the City Corporation. Furthermore, the respondents claimed that the monitoring system of the City Corporation was poor. On the other hand, from the Cumilla City Corporation, 50% of the surveyed citizens

expressed that the level of regularity of service provision was at a “good” level because the staff were energetic, working regularly and because the mayor monitored all the staff and workers. However, the respondents said that the officials of Cumilla City Corporation lacked sufficient funds compared to the other City Corporations and lacked sufficient employees especially to clean garbage. In fact, citizens have always raised questions about these issues. Thus the City Corporation couldn’t fulfil the citizens’ demands properly.

Additionally, 50% of the surveyed Chattogram City Corporation staff reported a “very good” level of regularity of service. The respondents added that the current City Corporation provided various services such as education, healthcare, and park maintenance. Moreover, most of them felt that there had been significant improvements in drainage, roads and footpath construction. 40% of the respondents also reported an “excellent” level of regularity of service provision because the City Corporation took different measures in providing health and educational services to the people of the city of Chattogram and the mayor himself provided a considerable amount of effort as well. For this reason, the quality of these services was better and maintained properly according to the respondents. In the Cumilla City Corporation, most of the surveyed staff, 70% expressed a “good” regularity of service provision. The respondents reasoned that the most important services were garbage disposal and security maintenance. In the case of garbage disposal, the garbage was collected by vans and trucks for which the people paid monthly fees. Additionally, for maintaining security, the night guards played a significant role in every area. In fact, this was standard practice in Chattogram City according to the respondents.

According to the elected representatives who were surveyed, the regularity of service was one of the most important tools for the service delivery process of the City Corporation. If the officials were regular at the City Corporation, service delivery will be strengthened and more effective. From the Cumilla City Corporation, most of the surveyed councillors, 40% opined that the regularity of service provision was “very good”. On the other hand, from the Chattogram City Corporation, most of the respondents (50%) reported a “good” regularity of service provision because the City Corporation had skilled, punctual, responsible, and dutiful staff and people’s representatives who take initiatives to provide service properly and regularly to the public.

5.2.4 Efficiency

Efficiency is the most significant factor for the measurement of the City Corporations' activities. It is a skill which is important for any kind of service. An efficient worker can do any task smoothly and productively. In a short time, he can solve all types of problems in his/her own way. The City Corporation should provide friendly services to the citizens. That's why efficient manpower is required for better service delivery. This study also measures the extent of skill, delay of the service and the problems encountered in the delivery of service by the service providers.

5.2.4.1 Skills and Efficiency of the Service Providers

Table 17: Skills and Efficiency of the Service Providers (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	0	(0%)	0	(0%)	2	(10%)
Low	16	(10%)	2	(10%)	0	(0%)
Average	44	(28%)	0	(0%)	2	(10%)
Good	74	(46%)	14	(70%)	2	(10%)
Very Good	24	(15%)	4	(20%)	10	(50%)
Excellent	2	(1%)	0	(0%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 17 shows the level of skills and efficiency of the service providers from the Cumilla City Corporation. In this regard, 46% and 15% of the citizens surveyed reported that the level of skills and efficiency of the service providers were "good" and "very good" respectively. According to the respondents, whatever services that were provided by the service providers had been done skilfully because they were elected and selected specifically for the service delivery program. The respondents also said that the staff had good communication skills and the ability to maintain service quality. On the other hand, 10% of the respondents expressed that employees possessed a "low" level of skills because the service providers were not experts in some areas like IT, coordination, large project management, etc. The remaining 28% of respondents opined

that the staff had an “average” level of skills and efficiency because there were both skilled and unskilled service providers present in the Cumilla City Corporation body.

Additionally, most of the surveyed staff reported (70%) that the workforce possessed a “good” level of skills and efficiency because the employees of the Cumilla City Corporation were always ready to provide services and had been recruited on the basis of merit, technical qualities and other skills. Management, project implementation tasks, situational service provision, etc. were done by the staff very skilfully according to the staff respondents. Another 15% of the respondents reported a “very good” level of skills and efficiency of the staff. On the other hand, 10% of the respondents said that the staff possessed “low” skills and efficiency because most of the service providers lacked IT skills despite most of the communication and service providing tools relying heavily on ICT technology.

Furthermore, most of the elected representatives who were surveyed (50%) opined that the service providers had a “very good” level of skills and efficiency because they were very cooperative, accommodating and responsible when providing services. 20% and 10% of the surveyed councillors reported “excellent” and “good” levels of skill and efficiency respectively possessed by the City Corporation workforce. These respondents said that they ran the corporation in such a way that the workforce could provide efficient and affordable services. On the other hand, 10% of the respondents reported an “average” level of skill and efficiency was possessed by the service providers. Furthermore, another 10% of respondents said that they were not satisfied with the skills and efficiency level of the employees because the employees lacked strong management skills and discipline in their work which resulted in poor task implementation, ineffective execution, and undisciplined service giving environments. In fact, the mayor said, **“Our employees lack sufficient IT skills. Thus, I believe that every staff should have ICT knowledge and good training so that they are better at providing services”**.

Table 18: Skills and Efficiency of the Service Providers (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	8	(5%)	0	(0%)	0	(0%)
Low	12	(8%)	0	(0%)	0	(0%)
Average	26	(16%)	0	(0%)	4	(20%)
Good	42	(26%)	2	(10%)	2	(10%)
Very Good	62	(39%)	14	(70%)	4	(20%)
Excellent	10	(6%)	4	(20%)	10	(50%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 18 shows the level of skills and efficiency of the service providers from the Chattogram City Corporation. Skill is one of the most important tools for providing services to people. 39% of the citizen respondents opined that employees' level of skills and efficiency was "very good". The surveyed citizens also said that by gathering long-term experiences and training, the officials attained these skills. 26% of respondents replied that the staff had "good" skills but were lazy about providing services to the people. 8% of respondents said that the officials had a "low" level of skills or efficiency in delivering the services. They explained that the skill level of the staff was questionable because they couldn't adapt to modern technology. On the other hand, 6% of respondents said that the City Corporation staff had an "excellent" level of skills and efficiency. 16% of respondents opined that the manpower's skills and efficiency level was "average". It is observed that the Chattogram City Corporation staff possessed a very good level of skills and efficiency according to the majority of the citizens' responses.

Moreover, (70%) of the surveyed staff reported a "very good" level of skill and efficiency possessed by the workforce because the employees of the Chattogram City Corporation were always vigilant and were experts because they had been recruited on the basis of merit. Another 20% of respondents reported that the staff possessed an "excellent" level of skills and efficiency because they were not only experienced but also educated. A new rule has been introduced in the Secretariat recently which requires it to provide 60 hours of annual training. Only 10% of the respondents said that the level of skills and efficiency of the City Corporation staff was "good".

The respondents also claimed that the education certificates of the staff were submitted according to their qualifications, subject-based recruitments were given and verifications were done in the assignment of jobs. In the Chattogram City Corporation, the service providers had sufficient skills that were increased by training according to these respondents. Additionally, since the staffs have been working for a long time in the corporation, their skills and experience have also developed. In 2020, although training had been arranged, it later cancelled due to the COVID-19 pandemic.

Most of the surveyed elected representatives from the Chattogram City Corporation (50%) opined that the elected representatives and other service providers had an “excellent” level of skills and efficiency to deliver services to the citizens. The respondents said that they solved different types of problems such as land disputes, divorce issues, drugs, smuggling, judicial problems, etc. Additionally, the mayor had taken measures to develop his city which demonstrated excellent skill according to the respondents. 20% of the respondents reported that the City Corporation staff had “very good” skills and efficiency because the City Corporation did not recruit anyone unskilled. 10% of the respondents also replied that the service providers possessed a “good” level of skills to deliver services and to solve different problems. The remaining 20% of respondents opined that service providers had an “average” level of skills to provide services but were not always responsible or punctual.

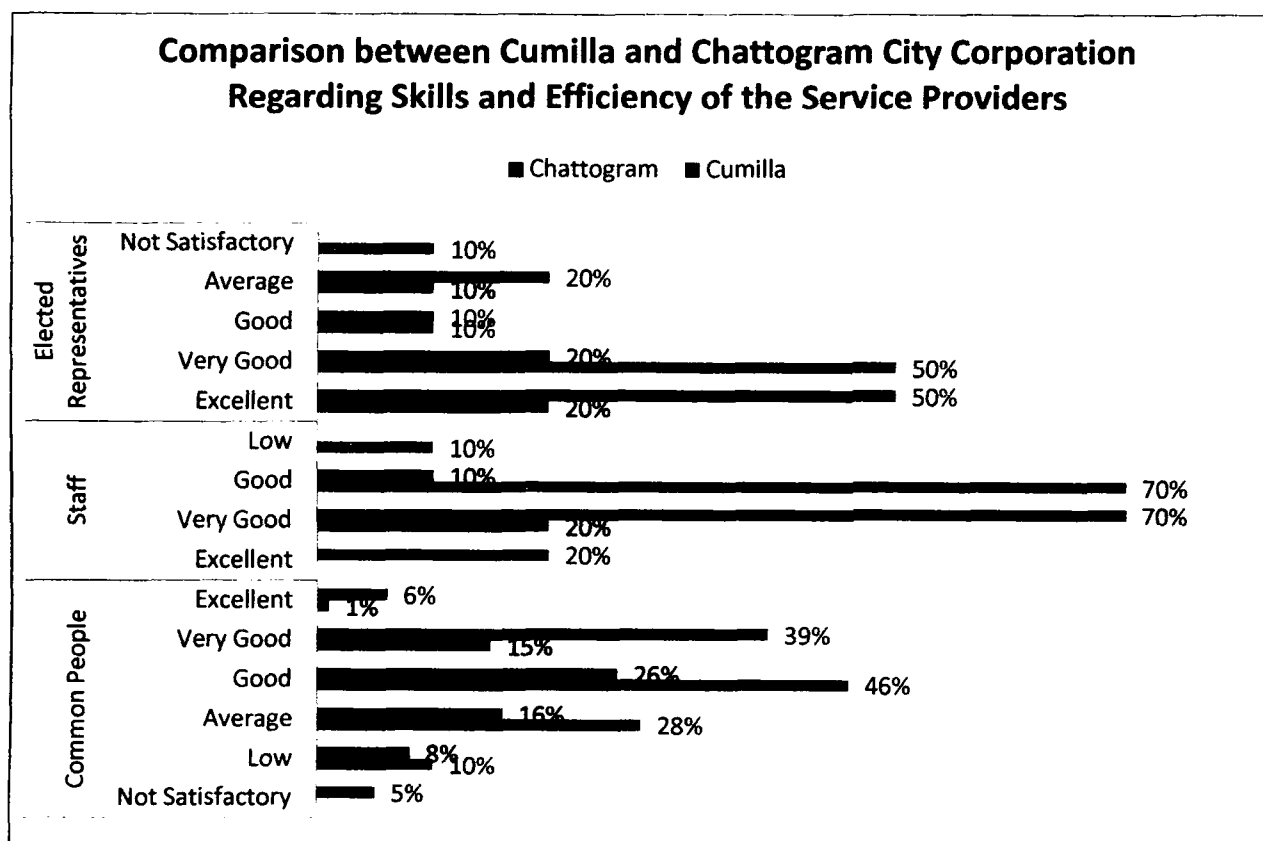


Figure 18: Comparison between the Cumilla and the Chattogram City Corporations regarding the skills and efficiency of the service providers

Source: Field Survey, 2019-2020.

Figure 18 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding the level of skills and efficiency possessed by the service providers. In this regard, 46% of the citizens surveyed reported a "good" level of skills and efficiency by the Cumilla City Corporation staff. According to figure 18 above, the officials were skilled and well-trained. Therefore, they knew how to provide services effectively and efficiently to the citizens. A small portion of the people surveyed (10%) highlighted the lack of technical and management skills of the City Corporation staff. The respondents also claimed that the development works were done separately and that there was limited communication among the development agencies demonstrating the lack of coordination and mismanagement. On the other hand, from the Chattogram City Corporation, 39% of the respondents said that the skill level of the service provider was "very good". These respondents claimed that the workers or service providers are well-skilled and that they worked efficiently. Moreover, the respondents

said that the City Corporation's workforce was highly skilled in road or drainage construction and beautification. Some of the respondents (8%) thought that the officials needed to be more technically skilled because the designs of the roads, drainage systems, and the parks were not satisfactory. They also argued that the City Corporation's development projects weren't sustainable in the long run.

In the Chattogram City Corporation, the employees were found to be very skilled because they were recruited on the basis of their merit. Additionally, the technical manpower was recruited from a science or engineering background. According to 70% of the officials surveyed, the City Corporation did not make any compromises in the recruitment of efficient manpower because the mayor always supervised the activities of the employees. Consequently, the employees were always trying to show their best performance in the delivery of services. 20% of the officials surveyed also expressed that the lower-level officials were recruited on the basis of experience and skills as well. They also said that to recruit efficient manpower, the City Corporation took a long time because the elected representatives had a motto to provide proper services through the recruitment of skilled manpower. On the other hand, the majority of Cumilla City Corporation officials reported a "good" level of skills and efficiency of the City Corporation workforce because the City Corporation always tried to employ skilled labour. They also said that the higher and middle posts of the City Corporation were very efficient. An official also expressed that the technical manpower was very skilled and could easily handle most problems. However, the respondents also acknowledged that the lower-level officials were not very skilled employees.

According to the elected representatives who were surveyed, the skills possessed by the service providers are one of the most important tools for providing services to people. The quality of service delivery mostly depended on the skills of the service provider. The councillors also said that if the staff were not skilled enough to provide the services properly, the people would suffer and the expected goals would not be accomplished. In the Cumilla City Corporation, most of the surveyed councillors (50%) opined that the service providers had "good" skills and efficiency to deliver many different services to the citizens as the staffs were recruited on the basis of their skills, qualities and capabilities. From figure 18 we can also deduce that most of the staff from both the City Corporations were reasonably skilled and were able to provide services efficiently.

5.2.4.2 Delay of Service Provision

Table 19: Delay of Service Provision (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Delayed	2	(1%)	0	(0%)	4	(20%)
Very Little Delay	12	(8%)	10	(50%)	8	(40%)
Little Delayed	58	(36%)	2	(10%)	2	(10%)
Average Delay	66	(41%)	8	(40%)	6	(30%)
Very Delayed	22	(14%)	0	(0%)	0	(0%)
Extremely Delayed	0	(0%)	0	(0%)	0	(0%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 19 shows the level of delay in the provision of services by the Cumilla City Corporation. In this regard, most of the general citizens surveyed (41%) reported that service delivery had average delays. According to the respondents, the whole city had to be maintained by the City Corporation so all the urban residents went to them with their problems resulting in heavy workloads for the staff. Therefore, often they can't provide service on time. Another 36% of respondents expressed that the service provided was a "little delayed" but it was regrettable that the City Corporation lacked enough manpower, transportation facilities, staff with IT skills, and essential technology. The respondents, however, acknowledged that despite all these problems, the City Corporation tried its best to provide services. 14% of respondents mentioned that the service was "very delayed" because of the limited manpower and resources of the City Corporation. They also said that in the case of waste management, it could take from a couple of days up to a week for the City Corporation to do its job. On the other hand, few of the respondents (1%) expressed that they were "not delayed" to receive services because these problems were identified and addressed by the councillors.

Additionally, half of the surveyed Cumilla City Corporation staff (50%) reported that there was "very little delay" in the delivery of service. According to them, in certain circumstances, they are forced to postpone pending work due to the workload, lack of manpower, and limited

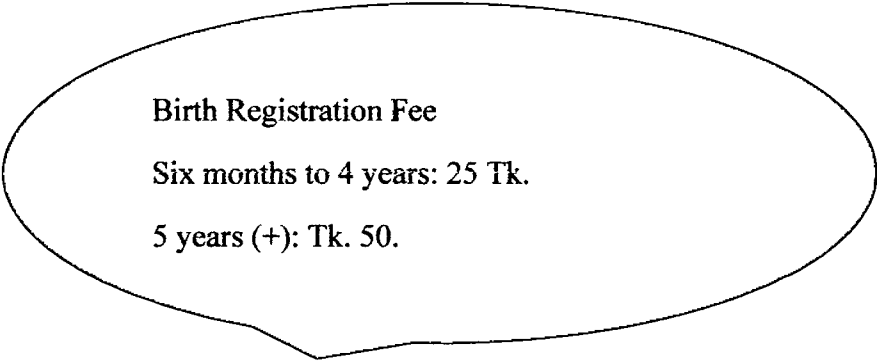
technology. 40% of the respondents said that there was an “average delay” in receiving services because delays were uncommon. The respondents also said that when the citizens came to them for any task, they felt obligated to fulfil those tasks as quickly as possible depending on their urgency. Another 10% of respondents said the citizens were a “little delayed” in receiving services. The respondents here also pointed to insufficient manpower as a source of delays.

In the second case study, the participant emphasised on the lack of delays and hassles while receiving services. The case study is discussed in detail below:

Case-02: People are Now Free from Harassment (Cumilla City Corporation)

Md. Billal Mia (pseudonym) is a ward secretary of Cumilla City Corporation. He is 32 now and he was 25 years old when got this job. The city corporation offers a wide array of citizen services to the people. For example, birth registration, death certificate, warish certificate, certificate of return, nationality certificate, land-stake, marriage certificate and so on. Availability of internet facilities can enhance the speedy delivery of these services through an online platform. Thus, people’s harassment could be minimized in rendering citizen services. So that the people of the country do not suffer harassment.

A notice of ward councillor (ward-4) to reduce client harassment in getting a birth certificate is as follows-



Birth Registration Fee
Six months to 4 years: 25 Tk.
5 years (+): Tk. 50.

Mr Azizul Haq is the resident of Ward 4 who has a job in Dhaka. He has three sons. The eldest son is 16 years old and studying at Cumilla Government College. Another son is 14 years old and the youngest son is 11 years’ old who is studying at class six. The school

required a birth registration card for his youngest son although according to the rules it would take three working days to provide birth registration card. But the city corporation is always open to satisfy the demanded service of citizens. On the other hand, the number of employees is inadequate in contrast to the amount of service demanded. To get a birth registration card, a candidate has to submit a prescribed handwritten application form to the city corporation authority. But Mr Azizul Haq was given a birth registration card for his son just in 30 minutes because of the emergency and e-service delivery. If City Corporations provided service like this regularly to everyone, then every citizen would get good service.

One year ago, such speedy delivery of services was not possible because of manual delivery of services. Nowadays, as a result of technological development and enactment of e-service, citizens are getting services promptly which in return increasing the people's trust to the city corporation.

According to 40% of the surveyed elected representatives, there were very little delays in the delivery of service. The elected representatives said that they were always alert so that they could provide the services on time, however, sometimes network problems had been observed during e-service delivery. Another 10% of respondents said that the service delivery may have been a "little delayed" because of the corporation's resource limitations. 20% of the respondents also mentioned that the service delivery of the City Corporation was "not delayed" because of the corporation's efficient manpower who provided timely services despite having heavy workloads. Again, 30% of the respondents said that there was an "average delay" in the delivery of services because of the workload and the inefficiency of some staff.

Table 20: Delay of the Providing Service (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common people	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Delayed	4	(3%)	8	(40%)	4	(20%)
Very Little Delay	8	(5%)	6	(30%)	6	(30%)
Little Delayed	10	(6%)	4	(20%)	4	(20%)
Average Delay	70	(44%)	2	(10%)	4	(20%)
Very Delayed	66	(41%)	0	(0%)	0	(0%)

Extremely Delayed	2	(1%)	0	(0%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 20 shows the level of delay in the provision of services by the Chattogram City Corporation. In this regard, 44% of the citizens surveyed from the Chattogram City Corporation reported that there were average delays in the delivery of service. They claimed that the service providers were not punctual and that delays were more prominent in certain service sectors. For example, to collect the trash, the garbage trucks weren't punctual. Furthermore, the respondents claimed that there was nepotism involved in the service delivery process. Another 6% of respondents said that they had experienced very little delays when receiving services because of traffic jams and electricity problems. 41% of respondents reported that their service was "very delayed". They also said that these delays were frequent for street lighting maintenance, drainage and sewerage disposal, birth or death certificate provision, etc. because the City Corporation had limited resources and insufficient manpower. On the other hand, few respondents (1%) expressed that they were "extremely delayed" in receiving service. Only 3% of the respondents reported that the service provider didn't make delays.

According to the Chattogram City Corporation staff surveyed, the service holders were always ready to serve the people. In this regard, 10% of the respondents said that there was an "average delay" in the service delivery due to a lack of resources, insufficient employees, traffic jams, electricity problems, etc. Interestingly, 40% of the respondents said that the service they received was "not delayed". The respondents said that their service experience was good as they faced no delays although they acknowledged the delay in adapting to new technology. In this City Corporation, there were 9 women councillors in 27 wards and ward offices. A standing committee was assigned to ensure that service was provided properly. As a result, warrant certificates are verified and issued with little to no delay. Another 20% of the staff respondents mentioned that their services were a "little delayed" because they had suffered from limited manpower and resources. The percentage of those who reported that there were very little delays in receiving services was 30%. These respondents claimed that due to the existence of various complexities like budget constraints, the services couldn't be provided without delay.

Moreover, the surveyed elected representatives reported that some official problems were solved very quickly. In this regard, most of the respondents (30%) reported that there was “very little delay” in the provision of service. A land case that lasted for 18 years was solved within one week by the City Corporation according to the elected representatives. Additionally, they said that the city’s domestic violence was significantly reduced with the help of the Chattogram City Corporation’s initiatives. Furthermore, the respondents said that they were always alert so that they could provide services on time, however, they acknowledged that server problems had regularly hampered e-service delivery. 20% of the respondents said that the service delivery of the City Corporation had been a “little delayed”. They also said that sometimes service delivery could be delayed by electrical problems, insufficient staff, traffic jams, lack of financial resources, and the overload of tasks in the corporation. Another 20% of respondents reported that the services were “not delayed” because the staff provided timely service despite their busy schedules. Another 20% of respondents opined that there was an “average delay” in the service delivery because of the workload they had faced and the inefficiency of some workers. The respondents also said that the City Corporation lacked manpower resulting in greater pressure on the employees. If these limitations are solved, the delays will be reduced significantly.

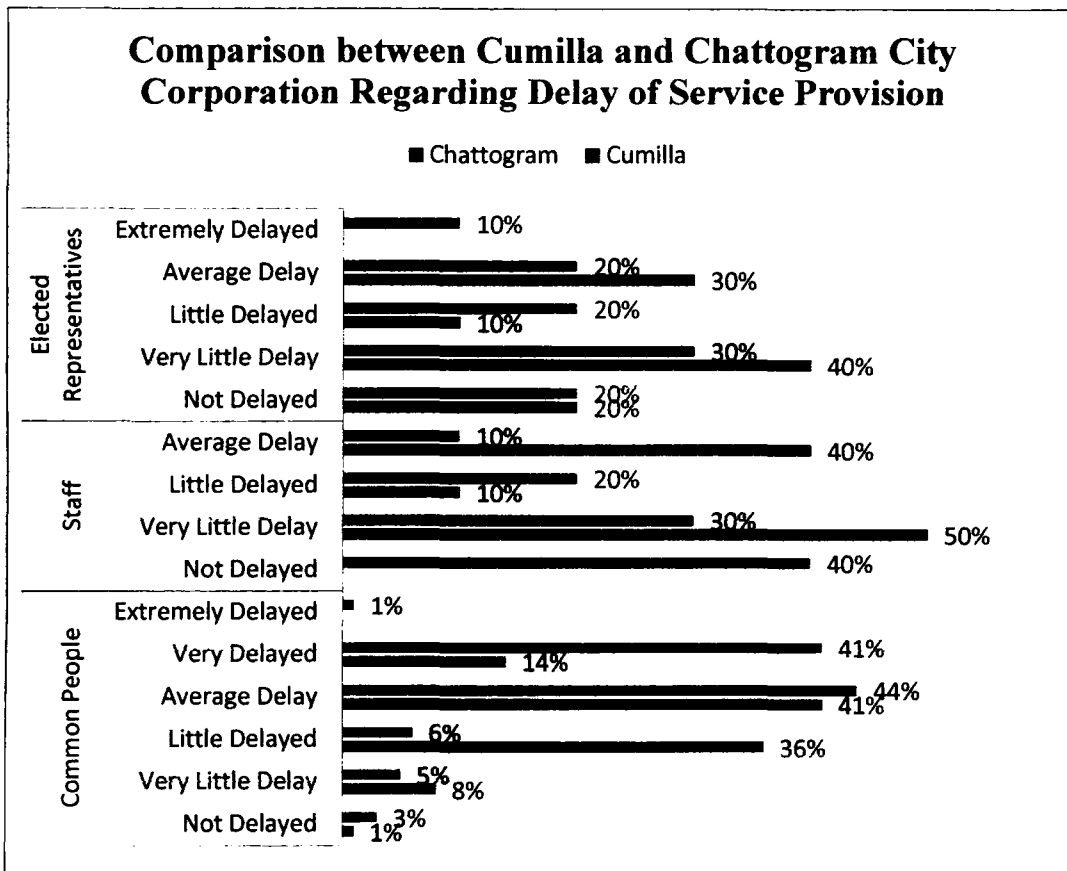


Figure 19: Comparison between the Cumilla and the Chattogram City Corporations regarding the delay of service provision

Source: Field Survey, 2019-2020.

Figure 19 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding the delay of the service provision. Local government bodies are improving regularly through e-service and online registrations which reduce service delivery delays. Now delays are mostly caused by the shortage of manpower and the lack of sufficient skills of the staff. Both the City Corporations had faced these issues. Additionally, local influence, economic status and favouritism also play a part in delaying services to the people.

In the Chattogram City Corporation, 44% of the citizen respondents reported an "average delay" of service. These respondents said that the service providers were efficient but were delayed by their workload. An office worker's delay depended on the system and his/her willingness to work. Server problem was one of the systematic causes of delay for online service provision. For example, an on-going WASA project could create complexities for road construction. 41% of the

respondents from the Chattogram City Corporation expressed that they were “very delayed” to receive services by the City Corporation’s transportation and manpower limitations. The citizens also said that there was a culture of patronization and influence of the local elites. 6% of the respondents were fed up with standing in delayed lines while the elites were allowed to skip the line to receive service. The respondents further addressed the City Corporation’s inability to perform its duties regularly like the delays in spreading insecticide, cleaning roadside garbage, drainage and sewerage clean-up, etc. On the other hand, from the Cumilla City Corporation, 41% of the respondents said that there were average delays in getting any kind of services. The respondents also said that the quality of the service received was very poor even if the officials did their duty on time. For example, as per the development plan, the City Corporation would commence development activities without following through on its completion. That’s why the people are suffering according to the respondents. 36% of the respondents reported that the services they had received were a “little delayed” because of the limited manpower available. Some respondents (8%) expressed that the Cumilla City Corporation regularly maintained vaccine programs, water supply and garbage management.

In the Chattogram City Corporation, 40% of respondents (surveyed official staff) expressed that they had not delayed providing services. The City Corporation had accepted the citizens’ complaints and solved them immediately. Indoor activities like timely service provision and outdoors activities like development projects and management of garbage disposal were done effectively according to the respondents. 30% of the officials expressed that there was “very little delay” in the provision of services because the citizens, staff and elected officials had no conflicts of interest and were sincere to one another. However, 20% of the officials said that there were little delays in the approval of development projects. On the other hand, most of the Cumilla City Corporation staff said that the provision of services was a “little delayed” because of the corporation’s limited resources and manpower. They claimed that the awareness of delays was the lowest for park maintenance, passenger sheds, and foot over-bridge services.

According to the elected representatives who were surveyed, in both City Corporations, the service delivery procedure followed both traditional and digital methods. Most of the representative respondents (30%) from the Chattogram City Corporation reported that the service provision was a “little delayed” by server-related and systematic problems. The City Corporation

provided some services digitally through the internet like paying the electricity, gas and water bills, issuing emergency character certificates, providing important government information on the City Corporation website, issuing and registering birth certificates, and offering e-papers (Land). After analysis, it can be seen that the service delivery process had “very little delay” according to the majority of respondents for both City Corporations, although the measurements do say that the Cumilla City Corporation was more punctual and aware of providing timely service without delays. According to the majority of elected representatives (40%), the Cumilla City Corporation’s service delivery was a “little delayed”. On the other hand, the majority of the Chattogram City Corporations’ elected representatives reported higher a level of delays than the majority of surveyed elected representatives from the Cumilla City Corporation did.

5.2.4.3 Problems Encountered

Table 21: Problems Encountered (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	38	(24%)	0	(0%)	2	(10%)
Very Low	22	(14%)	6	(30%)	4	(20%)
Low	42	(26%)	8	(40%)	2	(10%)
Moderate	42	(26%)	6	(30%)	8	(40%)
High	14	(9%)	0	(0%)	2	(10%)
Very High	2	(1%)	0	(0%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 21 shows the level of problems encountered while receiving and providing services through the Cumilla City Corporation. In this regard, it is seen that a few of the citizens surveyed expressed having faced “high” or “very high” levels of problems when receiving service. Specifically, 9% of the respondents encountered a ‘high’ level of problems when seeking service. They said that due to the lack of garbage management vehicles, the waste was not managed and cleaned regularly. Only 1% of respondents expressed encountering “very high” level problems due to the inactivity of the staff. On the other hand, 26% of the citizen respondents, opined that they faced a “moderate” level of problems. For example, the citizens said that the services were delayed because the staffs were not easily accessible to the people.

However, the City Corporation served as a very reliable source for receiving services according to the respondents. Another 26% of respondents responded that they faced a “low” level of problems due to the corporation’s shortage of manpower and traditional approaches to service provision. On the other hand, 24% of the respondents expressed that they had not faced any problems when receiving service.

Participants illustrated a case (Case study-3) how lack of Coordination is the reason for Sufferings. The following pictures present a fine understanding.

Case-03: Lack of Coordination, the Reason for Sufferings (Cumilla City Corporation)

Nasir Uddin (pseudonym) is a 67-years-old retired police officer from Shaktala under ward no. 2 of the Cumilla City Corporation area. He lives there with his family and two children. As a conscious citizen, he stays updated with local events. He thought that the City Corporation representatives were always quick to provide services and were involved in various tasks. Citizens wanted educational facilities, a safe, secure and beautiful environment, and infrastructure development. To fulfil the citizens’ demands the Cumilla City Corporation was always working. Mr Nasir also said that the city’s waste management and drainage systems were areas of concern for the citizens. Referring to the drainage system in his ward, Mr Nasir said that when infrastructure was developed in 2001, the roads were elevated but the drains were not. As a result, the drain waste was not properly transported and the water could not be properly supplied. These drains are connected to another ward. Mr Nasir also said that despite bringing this issue to the ward councillor’s attention several times, no progress had been made. Moreover, Mr Nasir added that the councillors always blamed budget constraints for their lack of initiatives. As a result, people have been suffering for a long time. Mr Nasir thought that the problem could be solved if the councillors from wards 1 and 4 worked together. Without coordination and proper management, these problems cannot be solved.

Similarly, most of the surveyed officials (40%) reported that they had faced a “low” level of problems while providing services. According to the staff surveyed, the authority gave them sufficient tools, support, and directions to provide services without problems. 30% of the

respondents opined that they had faced problems at a “moderate” level of problems because the corporation lacked the technology and skilled manpower to eliminate all problems. Another 30% of respondents responded that they had faced a “very low” level of problems.

The case study 4 provides a great insight into the present problems of City Corporation areas.

Case-04: Ms Shirin Sultana Deprived of Serving Effectively due to Different Political Affiliations (Cumilla City Corporation)

Ms Shirin Sultana (pseudonym) is a 38-year-old female councillor of wards 10, 11 and 12. As a female councillor, she often dealt with cases of domestic violence and marital disputes. In fact, a few months ago, she had dealt with a domestic violence case of a couple in her ward. The husband was accused of torturing and abusing his wife. As a result, the wife wanted a divorce while the husband refused to do so as he didn't want to return the money he had received from the marriage. The husband was getting prepared for his second marriage instead. Before the situation could escalate, the problem was brought to Ms Shirin Sultana's office by the bride's family. Afterwards, Ms Shirin took the necessary steps to arrange arbitration. Consequently, the arbitration process solved the case and the girl was able to get divorced as well as receive the money from her marriage settlement.

The degree of authority vested on the people's representatives in the City Corporation depended on the political affiliations of the representative. The representatives elected from the opposition parties were not able to exercise their powers without restrictions. This situation had led to poor service delivery in the electoral areas of the representatives elected from the opposition party. Ms Sultana said that she could not have her say in the decision-making process of the blanket distribution last winter. She believed that this was because she was from an opposing political party. Therefore, she wanted the prime minister's interference to secure her rights as a councillor of Cumilla City Corporation.

Furthermore, almost 40% of the councillors surveyed mentioned that they had faced a “moderate” level of problems because they were very open with the people while providing services. The respondents also said that whenever the people came, they tried to be attentive and responsive to the people's needs. Another 10% of respondents also expressed that they faced a

“high” level of problems while providing services because of the illiterate service seekers who were intolerant and inconsiderate of the rules and regulations of the corporation and thus tended to have a negative impression of the City Corporation. 20% of the respondents responded that they had faced a “low” problem when providing and receiving services.

Table 22: Problems Encountered (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	72	(45%)	4	(20%)	6	(30%)
Very Low	10	(6%)	4	(20%)	6	(30%)
Low	20	(12%)	2	(10%)	2	(10%)
Moderate	20	(13%)	6	(30%)	6	(30%)
High	32	(20%)	4	(20%)	0	(0%)
Very High	6	(4%)	0	(0%)	0	(0%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 22 shows the level of problems encountered while receiving and providing services through the Chattogram City Corporation. In this regard, 13% of the citizens surveyed from the Chattogram City Corporation reported a “moderate” level of problems, especially frequent power outages. Another 12% of citizen respondents expressed that they had faced a “low” level of problems due to the lack of training of the service providers, the space in the office, expansion of service, and internet speed. On the other hand, 45% of the respondents expressed that they had not faced any problems in the existing procedure of service delivery. Sometimes the citizens were humiliated, patronised and forced to wait for a long time when they come to receive service according to the respondents. 4% of respondents reported facing a “very high” level of problems while another 6% of respondents reported experiencing “very low” problems in response. Another 20% of respondents faced a “high” level of problems while taking service from the Chattogram City Corporation. Despite changing times, the respondents said that there was no improvement in the quality of service delivery and time management. There was also a lack of accountability and indifference to work by the staff.

Additionally, 30% of the surveyed officials said that they had faced a “moderate” problem because they had to tolerate harassment and were understaffed while providing services. Moreover, they complained about political obstruction, extortion, party influence in staff

recruitment, insufficient funds, and the inability of people to bring the right documents to get the services they desire. Another 10% of the staff respondents expressed that they faced a “low” level of problems because all files and documents were processed as per the instructions of the Secretariat. On the other hand, 20% of the staff respondents expressed that they do not face any problems in the current procedure of service delivery because the citizens are careful and the staff themselves are very cordial during service delivery.

Furthermore, 30% of the surveyed councillors or elected representatives said that they had faced no problems while delivering services because the City Corporation had always provided services by following the rules and had tried to do so on time. On the other hand, another 30% of respondents stated that they faced a “moderate” level of problems. For example, when the mayor or the councillors were busy with various tasks, the general public could not meet with them to resolve local disputes. 30% of the respondents in this study expressed that they had faced a “very low” level of problems. On the other hand, 10% of the respondents expressed that they had faced a “low” level of problems in the existing procedure of service delivery because the people wanted quick service and were not willing to follow any rules and regulations.

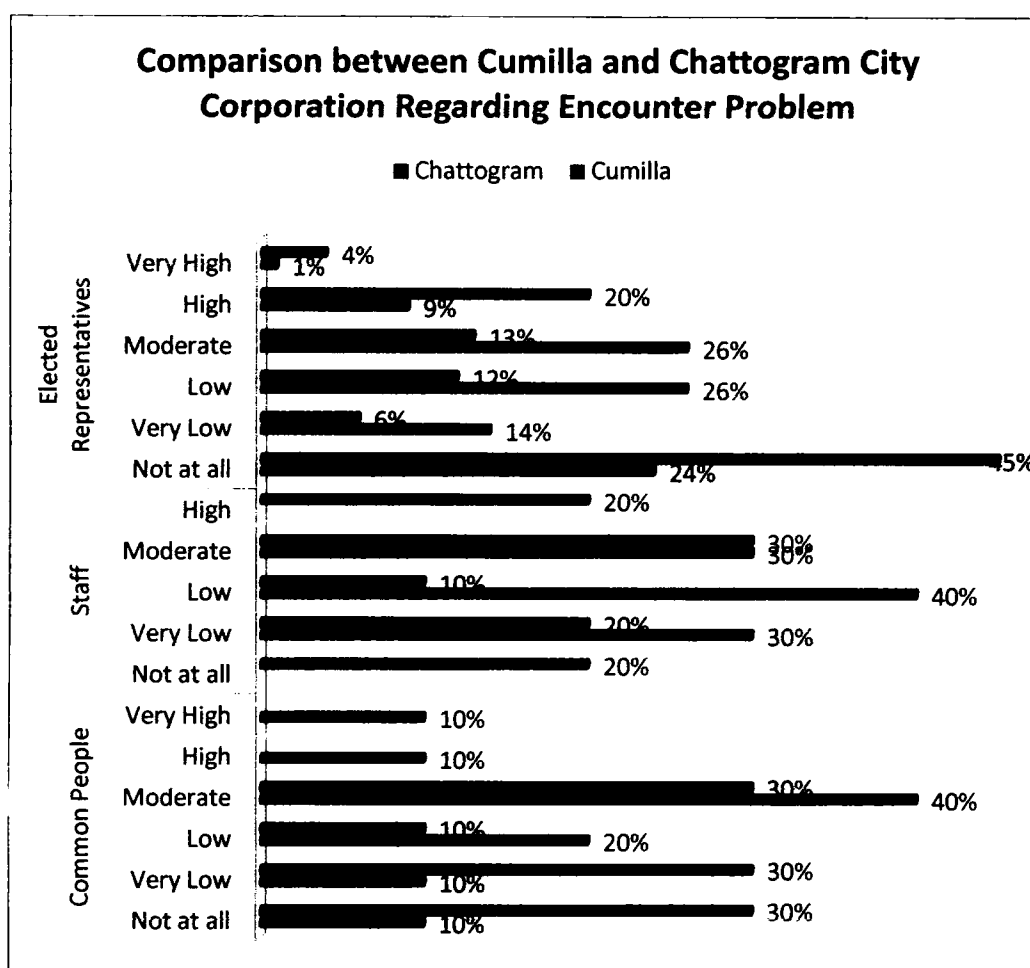


Figure 20: Comparison between the Cumilla and the Chattogram City Corporations regarding the problems encountered

Source: Field Survey, 2019-2020.

Figure 20 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding the problems encountered while providing and receiving services. Bangladesh is a developing country whose problems cannot be solved overnight. Certainly, there are many problems like overpopulation. Therefore, the government cannot fulfil all the demands of the urban people as the City Corporation is just a part of the local government structure in Bangladesh. In this study, 45% of the people surveyed encountered no problems while receiving service. The government took a lot of initiatives for the improvement of Chattogram as an important commercial zone of Bangladesh. However, 20% of the respondents reported facing a 'high' level of problems related to poor management, ineffective

monitoring systems, unplanned development activities, dilapidated roads, and the influence of elites. On the other hand, 24% of the citizens surveyed from the Cumilla City Corporation reported having experienced a “moderate” level of problems while receiving services. Finally, 9% of the respondents expressed that the Cumilla City Corporation had limited manpower and capabilities, suffered from mismanagement in garbage disposal and had not collected taxes properly.

In the Chattogram City Corporation, the respondents (official staff) were asked whether the City Corporation service providers had faced any problems while delivering service. Interestingly, a significant number of respondents (30%) talked about the expertness of the present mayor and reported that they had not faced any serious problems. However, they also opined that when the services were divided for each ward they had performed better. On the other hand, from the Cumilla City Corporation, most of the respondents (40%) responded that they faced a “low” level of problems like dealing with the complications caused by illiterate people who suffered from having limited information and disregarded the rules and regulations in place.

According to the elected representatives who were surveyed, the City Corporation faced various obstacles while providing services to citizens, for example, limited funding, shortage of expert manpower, political influences, the knowledge gap of citizens, etc. In the Cumilla City Corporation, most of the respondents expressed that they had faced a “moderate” level of problems while providing and receiving services. Moreover, they said that one of the most critical problems with the service delivery was the lack of skills of the lower-level employees. For that reason, the services couldn’t properly reach the citizens without some issues. In the Chattogram City Corporation, the majority of respondents reported that the level of problems while receiving and providing services was “moderate”. They reasoned that all services weren’t provided sufficiently by the City Corporation due to its lack of resources. Moreover, they said that other problems like the lack of sufficient street lights, dustbins, employees, renovation activities, and modernisation had plagued the service delivery of the City Corporation.

5.2.5 Maintenance of Procedures while Providing Services

The policy of maintaining procedures while providing services was made by the government. It should be practised properly. This study seeks to measure the extent to which the service

providers maintain the existing rules and procedures while providing services and the extent to which the general citizens are aware of these rules and procedures while receiving services. It also finds out the level of efficacy of such rules and procedures.

5.2.5.1 Aware of Rules and Procedure

Table 23: Aware of Rules and Procedure (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common people	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	2	(2%)	0	(0%)	6	(30%)
Very Low	26	(16%)	2	(10%)	0	(0%)
Low	24	(15%)	0	(0%)	0	(0%)
Moderate	74	(46%)	8	(40%)	12	(60%)
High	34	(21%)	10	(50%)	2	(10%)
Very High	0	(0%)	0	(0%)	0	(0%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 23 shows the level of awareness of the citizens, staff, and the elected representatives regarding the rules and procedures of receiving and providing services through the Cumilla City Corporation. In this regard, 46% of the surveyed citizens responded that they knew about the rules and procedures of receiving services and about the Citizen's Charter. They also said that when they had gone to take services, the authority had always informed them about the process. Moreover, both the citizens and the members of the City Corporation had a decent understanding of the service procedures even if they didn't know all the details. Another 21% of citizen respondents expressed that they had a "high" level of awareness regarding the rules and regulations of the City Corporation. On the other hand, 16 % of respondents expressed that their level of knowledge regarding the rules and procedures was "very low". Another 2% of respondents expressed that they were not informed about the rules and regulations of receiving services because they lived far away from the main City Corporation area, had only received a few services, and had not yet sought any vital services. Therefore, their level of knowledge about the rules and regulations was "low".

Additionally, half of the staffs who were surveyed (50%) reported that they are well-informed about rules and procedures of service delivery and about their duties and responsibilities. Another 10% of respondents expressed that they had “low” awareness of the rules and regulations although they knew enough to do their jobs. On the other hand, 40% of the respondents expressed that they had “moderate” knowledge about the rules and procedures.

Moreover, 60% of the surveyed councillors expressed that they were moderately aware of the existing rules and regulations of the City Corporation. However, these respondents also expressed that there were clear rules and regulations for service delivery which were properly maintained by the City Corporation to provide better services. For this reason, a disciplined environment of service provision existed within the Cumilla City Corporation. 30% of the respondents opined that the government should emphasise on formulating specific rules and regulations and implementing them properly. The remaining 10% of respondents expressed that they were highly aware of the rules and regulation.

Table 24: Aware of Rules and Procedure (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	32	(20%)	2	(10%)	0	(0%)
Very Low	8	(5%)	2	(10%)	0	(0%)
Low	32	(20%)	2	(10%)	0	(0%)
Moderate	44	(27%)	4	(20%)	10	(50%)
High	36	(23%)	8	(40%)	4	(20%)
Very High	8	(5%)	2	(10%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 24 shows the level of awareness of the citizens, staff, and the elected representatives regarding the rules and procedures of receiving and providing services through the Chattogram City Corporation. In this regard, 27% of the surveyed citizens reported that they were informed about the rules and regulations. Another 23% of respondents expressed that they had a “high” level of awareness about the rules and procedures of receiving services. They also added that the

rules and regulations should be enacted properly so that the transparency and accountability of the service providers are ensured. On the other hand, 20% of the respondents expressed that they were not informed about the rules and regulations. They added that some specific rules and regulations were complicated, and unclear which was why the respondents weren't familiar with them. A few of the citizens (5%) expressed that they had a "low" level of awareness about the rules and regulations of receiving services while another 5% of respondents had a "very high" level of awareness.

According to the Chattogram City Corporation staffs who were surveyed, the rules and regulations that had been made by the government were slandered. In this regard, most of the respondents (40%) reported that they were highly informed about the rules and regulations. On the other hand, 10% of the respondents expressed that their level of knowledge of the rules and procedures was "very low" and another 10% of respondents expressed that it was the citizen who did not enough knowledge about the rules and regulations of receiving services.

Additionally, 50% of surveyed elected representatives expressed that there were clear rules and regulations for service delivery and that they were moderately aware of the rules and regulations. The respondents also said that they had performed their tasks following these rules and regulations. Another 30% of the respondents expressed that they were highly aware of these rules and regulations. These respondents also expressed that these rules were sufficient for development and for maintaining discipline. However, the government should emphasise on specific rules and regulations to increase efficiency according to the respondents. Thus, table 39 shows that most of the respondents from the Chattogram City Corporation are well aware of the rules and regulations for providing services.

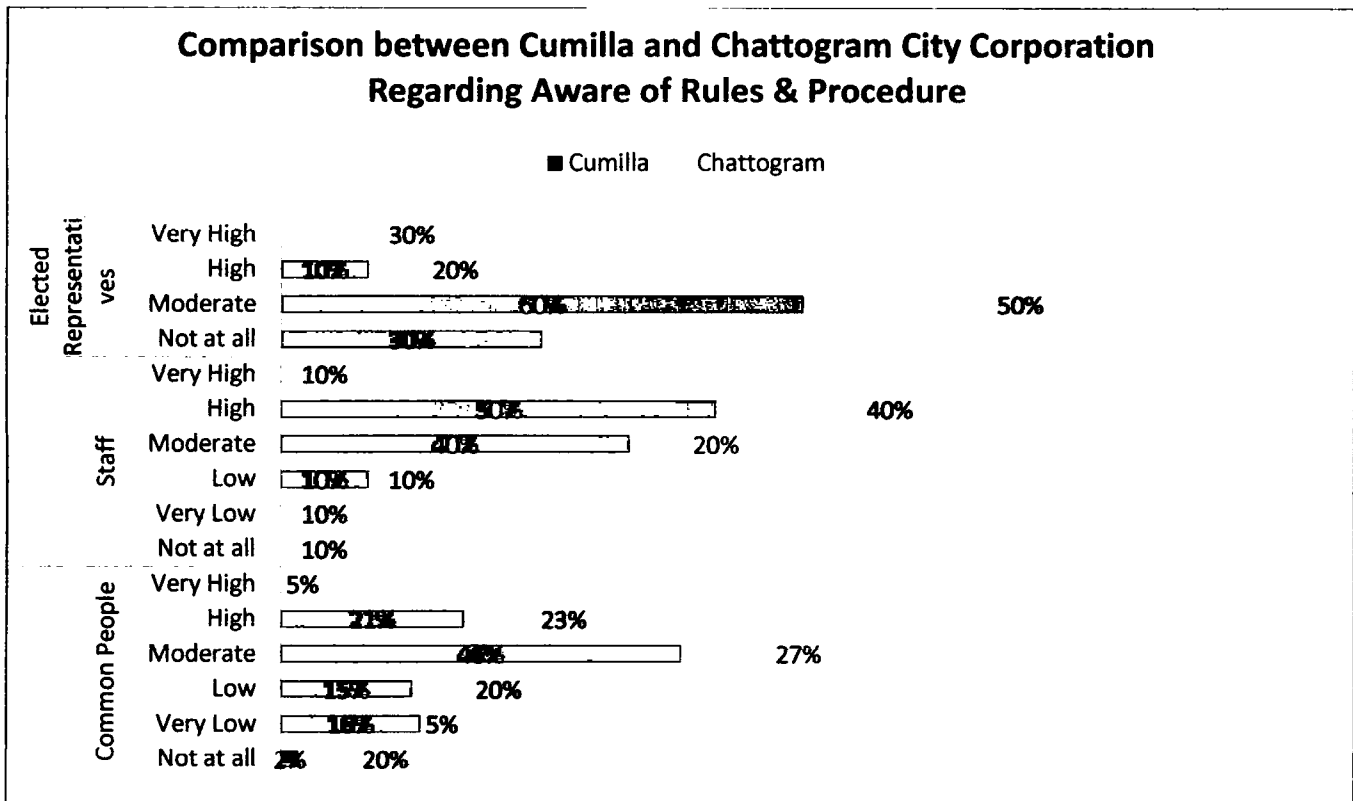


Figure 21: Comparison between the Cumilla and the Chattogram City Corporations regarding the awareness of rules and procedures

Source: Field Survey, 2019-2020.

Figure 21 shows the comparison between the Cumilla and the Chattogram City Corporations regarding the level of awareness of the rules and procedures of the citizens, staff and elected representatives. In this regard, it was found that most of the people surveyed had a moderate level of awareness about the rules and regulations. Moreover, the citizens said that in the Chattogram City Corporation, the rules and regulations were moderately implemented due to the wide range of service provided that were provided. Additionally, local politics and powerful elites had a significant influence on the City Corporation’s activities. This allowed the officials to avoid their duties whenever they got the chance. 23% of the citizen respondents from the Chattogram City Corporation expressed that they were highly aware of the rules and regulations because of the education and knowledge they had possessed in the modern age. For the construction of buildings, roads, shops and factories, the city residents visited the City Corporation for approval. City Corporation monitored these requests regularly. However, the City Corporation had insufficient manpower to ensure that all rules and regulations are being

followed. On the other hand, the situation of the Cumilla City Corporation was better regarding the maintenance of rules and regulations. The elected representatives and officials in this City Corporation are better able to exercise the law. Consequently, most of the rules and regulations of this City were maintained although they do need to be updated. 46% of the respondents expressed that City Corporation worked hard to abide by the rules. However, they also acknowledged that most of the laws do need to be updated.

Additionally, based on their own responses, it was revealed that the Chattogram City Corporation's service providers were highly aware of the rules and regulations. The staff respondents claimed that there were no complexities in the laws regarding service delivery. Moreover, online services were also available to citizens. Furthermore, the service delivery procedure of this corporation was very flexible according to the surveyed staff. However, both the people and the officials paid no heed to the established rules and regulations. 20% of the officials reported that they had a "moderate" level of awareness of the rules and procedures. Some staff also opined that the City Corporation's rules need to be updated regularly and that the government should take measures to disseminate information regarding the procedures, rules and regulations of the City Corporation. On the other hand, the majority of the Cumilla City Corporation staff who were surveyed were highly aware of the rules and regulations of the City Corporation. 40% of respondents expressed that they had a "moderate" level of awareness of the rules and regulations of service delivery.

According to the figure above, from the Cumilla City Corporation, most of the elected representative respondents expressed that they were aware of rules and regulations at a "moderate" level and that there were clear rules and regulations for the delivery of service. Similarly, from the Chattogram City Corporation, most of the respondents expressed that they were moderately aware of the rules and regulations. 30% of the respondents also opined that the City Corporation had sufficient rules and regulations and that they were highly aware of the rules and regulations.

5.2.5.2 Adequacy of Rules and Procedure

Table 25: Adequacy of Rules and Procedure (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	10	(6%)	0	(0%)	0	(0%)
Very Low	16	(10%)	0	(0%)	0	(0%)
Low	46	(29%)	2	(10%)	2	(10%)
Moderate	64	(40%)	6	(30%)	10	(50%)
High	24	(15%)	12	(60%)	8	(40%)
Very High	0	(0%)	0	(0%)	0	(0%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 25 shows the level of adequacy of the existing rules and procedures of service delivery of the Cumilla City Corporation. 40% of the surveyed citizens reported that the existing procedure of service delivery was moderately adequate. According to the citizen respondents, they always had free access to services of the City Corporation. Moreover, the respondents said that the officials from the Cumilla City Corporation office were very helpful and took proper measures to clear drainage, dispose of garbage, plan and implement development projects, etc. Another 29% of respondents reported a “very low” level of adequacy because the existing service procedure was complex difficult for some people to maintain. The respondents added that many people who stayed far from the City Corporation office didn't get adequate support and services from the City Corporation body. On many occasions, the respondents felt like they are not properly valued by the staff of City Corporation. Therefore, they felt discouraged to go to the City Corporation again for services resulting in lower trust in the City Corporation.

Additionally, 60% of the surveyed staff from the Cumilla City Corporation reported that the existing rules and regulations for providing services were highly effective. The staff also said that rules and procedures were well-thought-out, created a better environment for service delivery, and did not impede the delivery process. 30% of the respondents expressed that the rules and procedures were “moderately adequate” because it was not very complex. They said that the services were provided quickly depending on the level of urgency. The remaining 10%

of surveyed staff expressed that there was a “very low” level of adequacy of the rules and regulations because IT and cyber-related rules were absent from the existing rules and regulations and should be added. The officials also emphasised on the need for people being patient and considerate while receiving services.

Furthermore, 40% of surveyed elected representatives expressed that the existing rules and regulations were moderately effective. They also opined that if the City Corporation followed and implemented the prevailing rules and regulations, the staff will be able to provide better services. 50% of the respondents reported a “high” level of adequacy of the existing rules and regulations. However, they acknowledged that the City Corporation lacked sufficient manpower, especially the staff to implement projects and to provide services near the people. Even though the modern world was highly digital and online, the respondents claimed that the City Corporation still lacked the funds to afford servers, proper network connections, and cloud services keep up with these changes. In this City Corporation, 10% of the respondents reported a “very low” level of adequacy in the service delivery procedures and regulations despite the Cumilla City Corporation following the Citizen’s Charter. Overall, the existing procedures of service delivery were sufficiently adequate even though the City Corporation had limited manpower and resources.

Table 26: Adequacy of Rules and Procedure (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	38	(24%)	0	(0%)	0	(0%)
Low	2	(1%)	2	(10%)	2	(1%)
Average	16	(10%)	2	(10%)	0	(0%)
Good	62	(39%)	10	(50%)	8	(40%)
Very Good	40	(25%)	4	(20%)	8	(40%)
Excellent	2	(1%)	2	(10%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 26 shows the level of adequacy of the existing rules and procedures of service delivery of the Chattogram City Corporation In this regards, 39% of the surveyed citizens reported that the

existing procedures of service delivery were moderately adequate. For better service delivery, the effectiveness of the existing rules and regulations was important; however, the people lacked a clear understanding of these rules and regulations according to the respondents. Only 1% of the participants reported a “very low” level of adequacy of the existing service procedures because they thought it was complex and created delays. Less than one-third of the respondents (24%) reported that the existing procedures of service delivery were completely inadequate and that they need to be modernized. Another 1% of citizens reported a “very high” level of adequacy of the current rules and regulations suggesting that the rules and procedures should be strictly followed so that the accountability and transparency of the service providers can improve. 25% of the participants stated that the level of adequacy was “high” and that the rules and procedures should be executed properly so that both the service providers and the service takers became more responsible. Only a few respondents (10%) opined that there was a “low” level of adequacy of the rules and regulations. These respondents emphasised that the rules and procedures needed to be maintained properly for it to be effective.

Additionally, 50% of the surveyed staff from the Chattogram City Corporation responded that the existing procedures of service delivery were moderately adequate. They said that everything is carried out legally with the approval of the ministry although some rules may need to be changed. For example, if the policies were simplified, people would be able to understand them more easily. Another 10% of the staff reported a “very low” level of adequacy of the existing rules and procedures because it was complex and created delays in service provision. Specifically, the officials pointed towards coordination problems with other service organizations, the lack of awareness of people regarding the rules and regulations and the outdated organogram of the organisation. On the other hand, 20% of the respondents reported that the rules and procedures were highly adequate although some IT related procedures should be updated. The respondents said that the City Corporation carries out all activities according to the 2009 rules that had been established by the government.

Moreover, 40% of the councillors surveyed from the Chattogram City Corporation reported that the existing procedures of service delivery were highly adequate. Another 40% of respondents expressed that the rules and regulations were moderately adequate because the Chattogram City Corporation followed the Citizen’s Charter. However, 10% of the respondents opined a “very

high” level of adequacy of the existing rules and procedures since the ward meetings, service distribution, staff management, etc. were maintained properly by these rules and regulations.

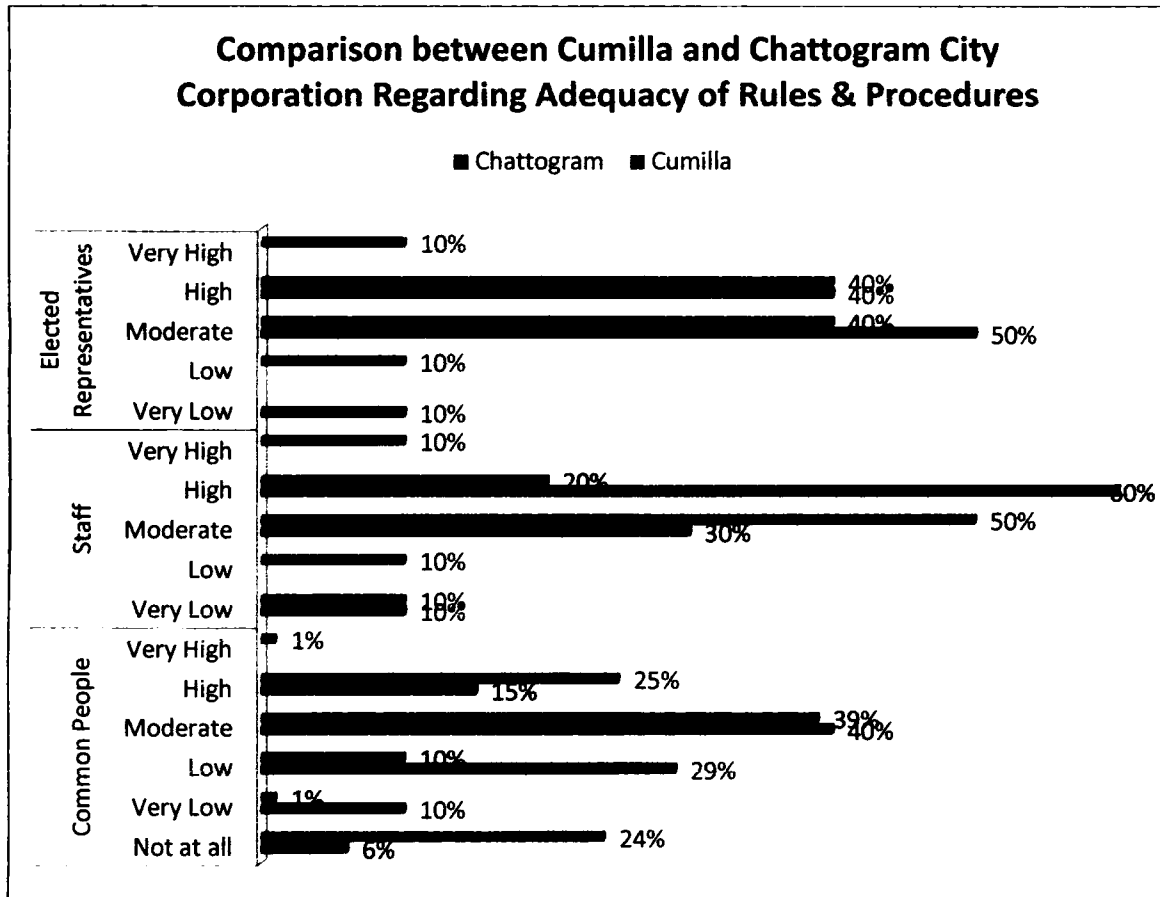


Figure 22: Comparison between the Cumilla and the Chattogram City Corporations regarding the adequacy of rules and procedures

Source: Field Survey, 2019-2020.

Figure 22 shows the comparison between the Cumilla and the Chattogram City Corporations’ staffs’, councillors’, and citizens’ responses regarding the adequacy of rules and procedures of service delivery. In Chattogram City Corporation, 39% of the surveyed citizens reported that the existing procedures of service delivery had a “moderate” level of adequacy because all services were not provided effectively. Moreover, the respondents added that the staff regularly ignored the existing rules and procedures while providing service. Furthermore, the respondents said that sometimes the procedures of receiving service through City Corporation were complex especially for the approval of construction projects. Another 25% of respondents expressed a

“high” level of adequacy of the rules and procedures. These respondents said that they easily got service while using the corporation’s e-service facilities and that the Citizen’s Charter made people more aware of their rights. On the other hand, from the Cumilla City Corporation, 40% of the respondents reported that the adequacy of the existing procedures of service delivery was “moderate”. They also said that the people were more aware of the rules and procedures through the Citizen’s Charter and were further aided by the internet. However, 29% of the respondents expressed that they had no interest regarding the adequacy of the rules and regulations. They reasoned that as long as the City Corporation provided them with timely service they will be satisfied irrespective of whether the staff followed the rules and regulations effectively.

From the Chattogram City Corporation, most of the officials (50%) reported that the level of adequacy of the existing procedures of service delivery was “moderate”. On the other hand, from the Cumilla City Corporation, the majority of respondents (60%) reported that the level of adequacy of the existing rules and procedures was “high” because the current mayor was very sincere towards the officials and the citizens. The staff respondents also said that the mayor always monitored the activities of staff, consulted with them about any inadequacies and then took actions when it was necessary. One official reported a “low” level of adequacy of the rules and procedures because of the lack of available network connections, technical manpower and financial ability. If these facilities were provided properly, the City Corporation could do better. Moreover, 50% of the surveyed councillors from the Cumilla City Corporation reported that the adequacy level of rules and regulations was “moderate”. The elected representatives expressed that for adequacy in using ICT tools, the City Corporation needed trained manpower and financial support from the central government. They also said that the limited funding of the City Corporation was a critical problem. As the Cumilla City Corporation had limited financial support, it was seemingly hard to develop services such as waste management, sanitation, drainage and water supply. On the other hand, from the Chattogram City Corporation, most of the respondents (40%) expressed that the adequacy of the rules and regulations was at a “moderate” level. The respondents said that the Chattogram City Corporation had a comparatively larger budget than the Cumilla City Corporation, more experienced manpower, and a moderate level of technological adequacy.

5.2.5.3 Service Charges for the Services Provided

Table 27: Service Charges for the Services Provided (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common people	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	6	(4%)	0	(0%)	6	(30%)
Very Low	4	(2%)	8	(40%)	2	(10%)
Low	28	(17%)	2	(10%)	2	(10%)
Moderate	108	(68%)	10	(50%)	4	(20%)
High	17	(9%)	0	(0%)	2	(10%)
Very High	0	(0%)	0	(0%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 27 shows the level of service charge for the services provided by the Cumilla City Corporation according to the citizen, staff and councillors surveyed. In this regard, most of the surveyed citizens (68%) reported that their City Corporation had maintained a “moderate” level service charge to provide their services. According to the respondents, the charges were levied on specific services like providing birth, marriage, and adoption certificates. The people surveyed expressed that the level of service charge was not too high and another 2% of respondents reported that the level of service charge was “very low”. Since the services of the City Corporation were funded by the tax from the people, the authority should not impose excessive charges according to the respondents. They also said that whenever a financial crisis had occurred, some extra service charges were imposed on the service seekers to bolster the corporation's funds. On the other hand, 4% of the respondents expressed that the service charges were not maintained properly because the staff imposed higher fees on the citizens. Additionally, 50% of the surveyed officials responded that their City Corporation had maintained a “moderate” level of service charges because they weren't able to raise sufficient funds through tax collection and constructional activities. The people surveyed expressed that the service charges were not too high. Another 10% of the respondents expressed that the service charges were “very low” since the amount charged was affordable and depended on the type of service. Since regular taxes were not collected, the City Corporation has to pay a lot of subsidies. However, the respondents did claim that some citizens were charged more than others and sometimes the

charge was too high for a particular service. Moreover, 30% of the surveyed councillors replied that the service charges were significantly low and were not taken for many services. 10% of the respondents expressed that the amount of service charge was “very low” for the people. However, another 10% of respondents reported that the charges were “high” and often excessive. 20% of the respondents expressed that the service charges were “very high” and sometimes unnecessary. Another 20% of respondents reported that the amount of service charge was “moderate”. The respondents also said that the amount of service charge was determined by the central government to improve the financial situation of the City Corporations as they were often underfunded due to lower tax revenue from the citizens.

Table 28: Service Charges for the Services Provided (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	6	(4%)	0	(0%)	2	(10%)
Very Low	6	(4%)	2	(10%)	8	(40%)
Low	24	(15%)	4	(20%)	6	(30%)
Moderate	14	(9%)	8	(40%)	2	(10%)
High	90	(56%)	4	(20%)	0	(0%)
Very High	20	(12%)	2	(10%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 28 shows the level of service charge for the services provided by the Chattogram City Corporation according to the citizen, staff and councillors surveyed. 56% of the citizens surveyed from the Chattogram City Corporation replied that the service charges on the services received were too high relative to the value of the service. The Chattogram City Corporation provided a lot of facilities to the public such as health, education, human resource development, social security and environment, water supply, gas, electricity, etc. Moreover, the City Corporation had imposed relatively high service charges, especially when issuing trade licenses. Some respondents said that sometimes the staff did not provide services if they weren’t paid above the fixed rate. Another 15% of respondents commented that the level of service charge was “low”. The respondents were referring to the small fees they had to pay to send their children to a City Corporation school. Another 4% of the respondents reported that the services

charges were “very low” although the respondents agreed that the cost of service needed to be reduced. Moreover, another 12% of respondents expressed that the service charges were “very high”.

Additionally, 40% of the staff surveyed reported that the Chattogram City Corporation charged a “moderate” level of service charges to provide services like garbage disposal and birth registration among others. The staff expressed that the amount of service charge was not too much. They said that the City Corporation has to spend more than the service charge and that the charges were levied by the government according to the taxation rules of 1986. 20% of the respondents expressed that the service charges were “very low” because the service charge levied was according to the official gazette. In some cases, however, the level of service needs to be improved according to the staff. On the other hand, another 20% of respondents expressed that service charges were not maintained fairly because they took more fees from citizens. They also thought that the amount of service charge was higher than the value of the service provided and it needed to be cut down to just the cost of providing service.

According to the elected representatives who were surveyed, the service charges in the Chattogram City Corporation were fixed for provision of birth, death, character, marriage, and annual income certificates among others. Additionally, 40% of the surveyed councillors expressed that the magnitude of the service charges was “low”. The respondents argued that if the services were provided for free then the people would not value them. That was why the government fixed a price for providing the services. Another 30% of respondents thought that the amount of service charge was “very low” because the City Corporation often issued various certificates on short notice for the citizens without any additional charge. 10% of the respondents expressed that the service charges were “moderate” and at a suitable level since it was used for the people’s welfare.

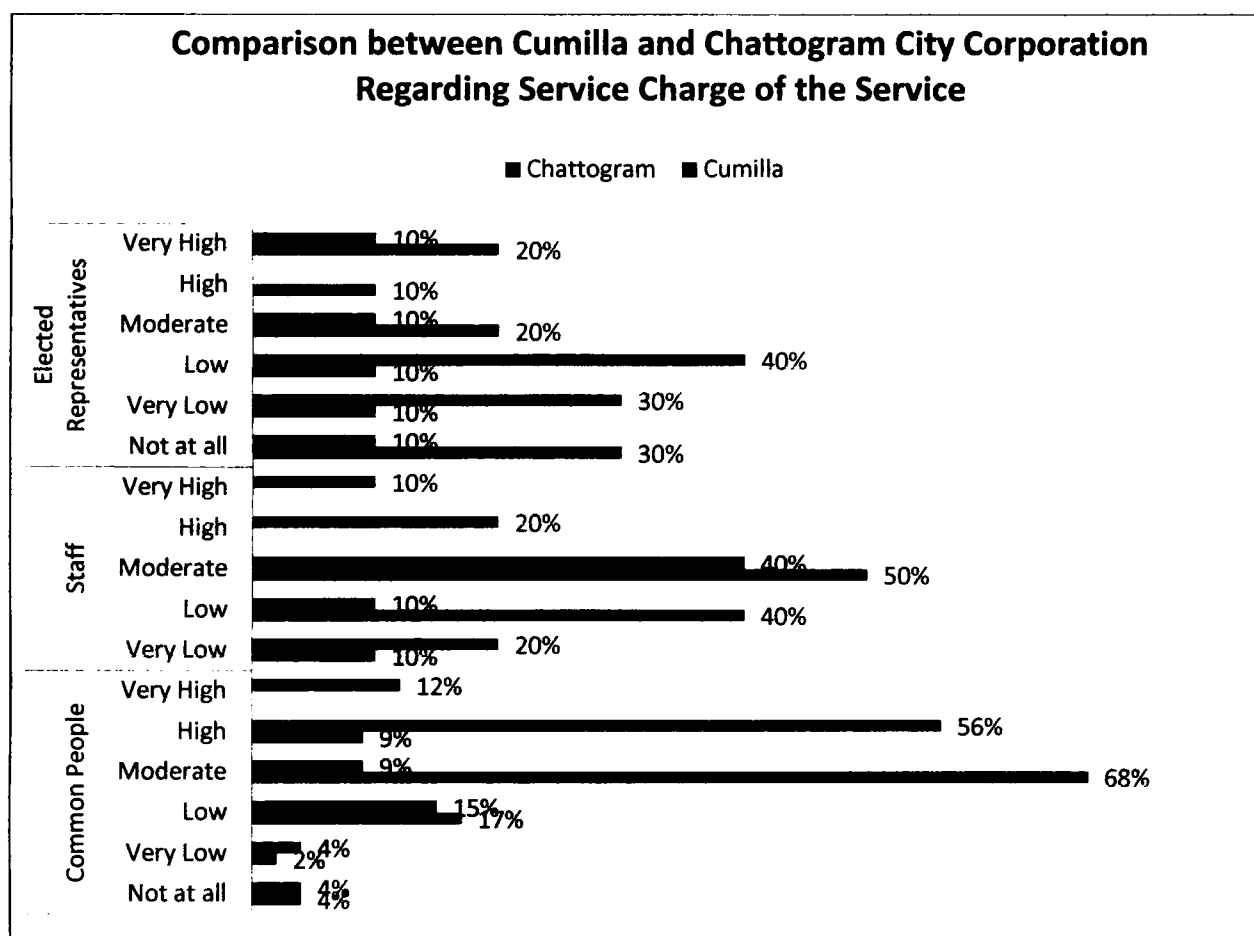


Figure 23: Comparison between Cumilla and Chattogram City Corporation regarding the service charges for the services provided.

Source: Field Survey, 2019-2020.

Figure 23 shows the comparison between the Cumilla and the Chattogram City Corporations' staffs', councillors', and citizens' responses regarding the level of service charges for the services provided. From the Chattogram City Corporation, 56% of the citizens surveyed expressed that the City Corporation took extra money as service charges which were "high". These respondents also claimed that elected representatives were not very concerned about the amount of service charge and or the quality of service delivery. Moreover, the respondents said the City Corporation imposed new taxes without providing proper services. For example, the city lacked sufficient traffic lights while the existing ones were poorly maintained. As for the officials of the City Corporation, due to insufficient manpower, they cannot provide and maintain services regularly resulting in mismanagement according to the respondents. In the Cumilla City Corporation, service charges were levied on from citizens as well. However, the

magnitude of service charge was “moderate” according to the majority (68%) of the citizens who were surveyed. The respondents also said that the elected representatives imposed a few service charges and utilized them to increase the citizens’ satisfaction and provide better services. Because they provided door-to-door service for collecting wastage, the Cumilla City Corporation also imposed a service charge for garbage disposal.

In the study, some of the surveyed staff thought that the service charges were “very high” in the Chattogram City Corporation. 40% of the officials surveyed from the Chattogram City Corporation expressed that the prices of goods in the city were high and the citizen’s demands were also high. Currently, the City Corporation has to provide many services for the welfare of people which are very expensive for the government to provide without raising the price of the service provided. However, 20% of the officials reported that the amount of service charge was “moderate”. The staff thought that the people enjoy many more services than they did before despite the returns or tax revenue of the City Corporation being very low. As the commercial hub of Bangladesh, the City Corporation has to do a lot. On the other hand, 50% of the officials from the Cumilla City Corporation expressed that the service charges in the Cumilla City Corporation were “very low”. However, the respondents did claim that the Cumilla City Corporation exercised outdated laws especially the laws for tax collection. Moreover, they suggested that the elected representatives were not concerned about reforming these laws which is why every year the Cumilla City Corporation couldn’t earn sufficient revenue to offer new services to its citizens. Most of the officials expressed that the rules and regulations regarding revenue collection should immediately be updated.

According to the elected representatives who were surveyed, the City Corporation provided various public services manually and online. Several types of public utility bills (water, gas, electricity) can be paid online or via mobile phone. In the Cumilla City Corporation, most of the respondents (30%) expressed that the service charges for e-services were significantly low. Moreover, the analysis shows that the majority of respondents paid no service charges for the services they received. Another segment of respondents expressed that the amount of service charge was “moderate” and “high”. They expressed that there were service charges on many of the services provided by the Cumilla City Corporation although some services had none imposed on them. On the other hand, from the Chattogram City Corporation, the service charges were

reported to be “very high” because the current service charges were not at a suitable level. Chattogram was a large city so the authority needed a lot of money to provide services, implement development projects, provide salaries to the staff, etc. However, Chattogram City Corporation often struggled to collect sufficient taxes to establish a strong financial base.

5.3 Using FGDs to Understand Quality Service Delivery Related Issues

In this research, FGDs were applied to verify the quality of service delivery in both City Corporations and gather collective data. This method performs well to identify quality service delivery related issues in the context of a particular area with different stages.

FGD-1 Group Discussion (Cumilla City Corporation)

An FGD was held in the premises of one of the respondents’ houses in ward no. 12, Bojropur on the 1st of December, 2019 at 3 P.M. The session was attended by businessmen, teachers, homemakers and senior citizens.

In the discussion, the issues discussed were: **the level of timeliness, the level of the demand fulfilment from the services provided by the City Corporation, the level of the skills possessed by the service providers, and whether the service charges levied by the City Corporation were fair and cost-efficient.** When discussing the matter of the service providers’ timeliness, the businessmen said that timeliness was not maintained properly by the City Corporation. The waste collection bill used to be 100 BDT but the authority didn’t collect them on time. Moreover, the businessmen said that despite getting paid for their services by the local citizens, the City Corporation did not provide services on time. The senior citizens also said that the trash in the drainage systems wasn't cleaned up on time resulting in the spread of foul odours. Interestingly, the drain in front of a journalist's house was cleaned up on time to avoid public criticism. The housewives claimed that the drain was cleaned once every three months. Additionally, they said that the ward shava (ward meeting) wasn’t held on time either. However, the teachers in the group disagreed with the statements by the others. In their statement, they had said that the roads were regularly cleaned up and that the traffic lights had been repaired when they got damaged.

In the discussion regarding the level of the demand fulfilment from the services provided by the City Corporation, most of the FGD participants said that their demands were not fulfilled. In ward no. 12, street garbage was not managed well causing it to pile up and spread foul odours. The participants discussed the long queues for clean water at the common tube wells. They thought the number of wells in the area was insufficient despite the councillors setting up 12 new ones to address the issue. Some teachers and senior citizens reported a good level of demand fulfilment from the services they had received. For example, the people were given various national registration cards in just 30 minutes without any bribes and harassment. They suggested that the government should provide more financial support and establish proper management systems so that thousands of underprivileged people could get better opportunities. Additionally, most of the FGD participants (senior citizens/ homemakers) said that the service providers were not very skilled. The City Corporation lacked skilled manpower and sufficient financial support which forced them to face difficulties in serving the people.

When asked about whether the amount of service charge was reasonable or not, the businessmen suggested that it was unfair and excessive. For example, the people had to pay for dirt removal in the drains in front of their house despite the councillor having promised to bear the expenses himself earlier. Most of the senior citizens complained that they were overcharged for birth registration. They said that sometimes the officials took additional money and had threatened the service receivers to not report them. In the case of the issuance of birth and death registration certificates, one can get immediate service if bribes were given. Only a few participants said that the amount of service charge for the services provided was just and cost-efficient. The teachers said that in the case of emergencies, urgent services were provided in exchange for money. Though the government had provided all the necessary facilities to the City Corporation, the culture of bribery and procrastination for carrying out simple tasks made people feel irritated.

FGD-2 Group Discussion (Chattogram City Corporation)

An FGD was held in a participant's house at D.T Road, Madarbari, Ward no. 29 under the Chattogram City Corporation on the 18th of January, 2020 at 11:20 A.M which attended by businessmen, teachers, homemakers and senior citizens.

The issues discussed were: **the level of timeliness, the level of the demand fulfilment from the services provided by the City Corporation, the level of the skills possessed by the service providers, and whether or not the service charges levied by the City Corporation were fair and cost-efficient.**

In the discussion, the moderators firstly inquired about the level of timeliness. Most of the FGD participants said that the level of timeliness of the services provided by the City Corporation was good. The businessman who was present said that the birth certificates were provided on time by the City Corporation. Additionally, the street lamps were maintained regularly. The teachers claimed that the City Corporation had repaired the roads annually and that the City Corporation representatives were always quick to provide different services. The senior citizens said that when the infrastructure of the Chattogram City Corporation was first built, the roads and drains were elevated properly which was why the waste was cleaned properly on time. Some of the homemakers claimed that the level of timeliness was low because the City Corporation took a long time to clean the garbage on the streets.

Secondly, the moderators wanted to know about the level of the demand fulfilment of the participants from the services they had received from the City Corporation. The senior citizens said their demands were fulfilled by the delivery of the services of City Corporation. Mr Siraz Uddin said that the Telikona Mazarbari road was previously muddy until 6.6 feet wide and 114 feet long drain was built to solve the problem. Clearly, some good work has been done to fulfil the demands of the people. On the other hand, the teachers disagreed with the senior citizens because their demands were not fulfilled from the poor quality services they had received.

When the moderators asked about the level of the skills possessed by the service providers, most of the FGD participants (teacher, housewife and senior citizens) said that the service providers were very skilled. For example, birth registration certificates, national certificates, character

certificates, marriage or divorce certificates, attestation papers, annual income certificates, monthly income certificates, death certificates, etc. were provided properly in by the City Corporation office both manually and online. Sometimes, errors had occurred while providing services to the people, for example, traffic lights had been installed when the street lights were damaged. A businessman said that the City Corporation lacked skilled manpower because the drainage wasn't cleaned up properly or regularly. The businessmen, teachers, homemakers and senior citizens all said that service charge for the services they had received was fair and cost-efficient.

5.3 Conclusion

The government need the citizens as much as the citizens need the government. The glue of this relationship is reciprocated trust, which provides the legal foundation of the government. Governments need the citizens to fulfil their financial goals (by collecting taxes) as well as their political goals (by holding elections). Moreover, the citizens need governments to fulfil their financial and partisan objectives upholding and ensuring jobs, laws, principles, security, education, healthcare, and other government facilities. Elected governments need the citizens' trust both and after the elections. To earn the trust of their citizens, the governments have to deliver on the promises of change they had made to the people. If the governments make promises that they cannot fulfil, they will lose the people's trust and will not be re-elected. More importantly, when the government fails to live up to the public's expectations and try to deceive them, the public may violently resist and rebel against it. Thus the government shouldn't make promises that it cannot keep. Leaders must be open and honest to the public about the limitations and capabilities of the government and about the problems they face while making decisions. If the government's roles are clearly defined, then the citizens will not overestimate the role of their government, will comprehend its limitations beforehand, and will generate their own personal, family, or public "safety nets". However, by recognizing the boundaries of their government, the citizens can strategize beforehand about how to handle societal, financial, cultural, philanthropic agendas among others and be prepared to face complex issues like poverty, financial downturns,

unemployment, corruption, elderly accommodation, education, healthcare, and environmental protection (Popovski, 2010).

This study tried to identify and understand the nature and extent of citizens' trust based on the selected indicators of good governance in the studied organisations from Bangladesh. Moreover, the study was conducted on the Cumilla and the Chattogram City Corporations. By analysing the selected indicators like quality service delivery, social capital, citizens' satisfaction as trust-based indicators, a comparative scenario of the local government institutions was found. Additionally, quality service delivery was measured by the indicators: timeliness, demand fulfilment, regularity maintenance and efficiency. It was revealed that the timeliness of the service, demand fulfilment, regularity maintenance and efficiency had a significant impact especially on those who had received services from the City Corporations. Comprising a commercial area, the Chattogram City Corporation provided better services to its beneficiaries than the Cumilla City Corporation did to its own beneficiaries. The limited resources of the local government institutions were the main barrier to the formation of trust. Despite being the upper-level authorities of the local government institutions, the administrative and elected bodies couldn't fulfil their commitments or develop proper skills due to the lack of the necessary resources.

The next chapter focuses on the nature and extent of citizens' trust on the basis of social capital and citizens' satisfaction as per the respondents' views of the Cumilla and Chattogram City Corporations. The chapter also contains the respondents' insights from the case study and Focused Group Discussion (FGD).

Chapter 6: Nature and Extent of Citizen's Trust on the Basis of Social Capital and Citizen's Satisfaction in Local Government Institutions (LGIs)

“Citizens expect public servants to serve the public interest with fairness and to manage public resources properly on a daily basis. Fair and reliable public services, as well as credible policies and institutions, inspire public trust” (Cheema, 2010:8).

6.1 Introduction

Trust is vital for efficient organisations, operative governments, and active social schemes. However, despite its significance, important questions remain about how trust really works. Though the theoretical determination has acknowledged a number of issues expected to affect trust, the current investigational effort has started to encounter problems related to the generally held expectations about trust (Dunn & Schweitzer, 2005). In the context of representative governance, decentralization and local self-government are vital to promote a more participatory form of government and to improve the trust level in the government institutions. They permit citizens to raise their voices regarding their needs and demands in a more systematic method and to develop lively acquaintances in all levels of policy-making, administrative decision-making, execution, and assessment – thereby bringing the government closer to its citizens and augmenting the trust of the citizens in the government institutions (Cheema, 2010). It especially focuses on the government and its organisations by extending beyond the political arrangement altogether right down to each citizen as a part of a greater political entity and by treating everybody with equal importance (Blind, 2010). The chapter focuses on the issue of the nature and extent of citizens' trust on the basis of social capital and the citizens' satisfaction. The chapter is divided into four parts. The first part deals with the social capital issue with a special focus on the associated indicators including inclusiveness, reliability, responsiveness and courtesy. The second segment focuses on the citizens' satisfaction issue emphasising on the associated indicators including quality/standard and outcome/productivity. The relationship between citizens' trust and good governance is also a key focus of this study. The cases and FGDs were prepared to assess the nature and extent of the citizens' trust in both study areas by highlighting the experiences of the respondents. Consequently, the third segment focuses on ten cases while the fourth segment focuses on six focus group discussions. The cases explain how trust impacted service delivery. Moreover, the case studies present the various service-related experiences of the city mayors, councillors, staff, and elected representatives. On the other hand,

the focus group discussions (FGD) also address the various issues and problems of the City Corporations' service delivery.

6.2 Social Capital

Coordination and awareness are very important elements for building social capital. Consultation regarding the service delivery of the City Corporation is another factor of social capital. It involves the councillors, officials and the staff of the City Corporation. It also includes the involvement of women in the discussion process. To raise trust, social capital was measured by some indicators like inclusivity, reliability, responsiveness and courtesy.

6.2.1 Inclusiveness

Inclusiveness in this regard refers to the consultation and involvement of women in the discussion process. Every ward has its own ward committee and office. Here "inclusiveness" includes all the categories of stakeholders like the service receivers and the service providers of the City Corporation. Inclusiveness maintains a good functional relation between the service recipients and the service providers of the City Corporation and fulfils the people's demands. It accumulates different opinions from the local people and the officials and reduces the gap between the general public and the City Corporation service providers.

6.2.1.1 The Extent of Consultation about the Service Delivery

Table 29: The Extent of Consultation about the Service Delivery (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	6	(4%)	0	(0%)	0	(0%)
Very Low	46	(29%)	4	(20%)	2	(10%)
Low	60	(37%)	8	(40%)	2	(10%)
Moderate	36	(23%)	6	(30%)	8	(40%)
High	10	(6%)	2	(10%)	4	(20%)
Very High	2	(1%)	0	(0%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 29 shows the extent of consultation about service delivery by the Cumilla City Corporation according to the citizens, staff and councillors surveyed. In this regard, about 37% of the citizens surveyed reported a “low” level of consultation. According to the respondents, the decision-making, problem-solving, undertaking of development projects, etc. had been done by the elected representatives and the upper-level authorities without any consultation with the people they serve. 6% of the respondents reported that they experienced a “high” level of consultation with the City Corporation referring to their participation in the ward-based meetings. Moreover, occasionally social groups were formed to hold discussions and gain feedback about how the City Corporation could help them. Then, if required, those groups were provided facilities, although normally the discussions and consultation were held within the people according to the respondents. On the other hand, 4% of the citizens expressed that they were not consulted at all as no meetings were held.

Additionally, 40% of the staff surveyed reported that the level of consultation with the staff was “low”. The staff said that when people came with their problems or cases, the staff would listen to their problems and work to fulfil the needs of the citizens. According to them, there were no matters of consultation with the service seekers. However, the consultation between the staff and upper authority was maintained properly. 10% of the respondents expressed that they were highly consulted with by their superiors. 30% of the respondents reported a “moderate” level of consultation in response even though they highlighted that there was no department concerned with consultation and that there was low responsiveness from their superiors about consultation. The staff respondents also said that they were not consulted about anything and that the level of consultation by the City Corporation needs to be increased.

Moreover, 30% of the surveyed councillors reported a “high” level of consultation in response since ward meetings were arranged by the higher authority whenever consultation was needed. 20% of the respondents said that a “very high” level of consultation with the elected representatives was maintained. According to the councillors, the mayor had always consulted with the councillors and with all the staff in the City Corporation whenever necessary. Moreover, the mayor also consulted with specialists and other experts so that the City Corporation’s activities became more efficient in making decisions, taking initiatives and in implementing projects. The respondents also said that the councillors visited different areas of the city to talk to

residents about any problems they had experienced. However, 10% of the respondents reported a “low” level of consultation while another 40% of respondents thought that the level of consultation was “moderate” in response. According to some of the female respondents, consultation sessions were not held regularly and their opinions were neglected in the decision-making process. Moreover, whenever there was a need for any consultation, the mayor only consulted with the male councillors according to some of the female respondents.

Table 30: The Extent of Consultation about the Service Delivery (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	6	(4%)	0	0%	0	(0%)
Very Low	18	(11%)	0	0%	2	(10%)
Low	26	(16%)	2	10%	0	(0%)
Moderate	74	(46%)	8	40%	6	(30%)
High	28	(18%)	4	20%	8	(40%)
Very High	8	(5%)	6	30%	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 30 shows the extent of consultation about service delivery by the Chattogram City Corporation according to the citizens, staff and councillors surveyed. In this regard, 46% of the citizens surveyed responded that the extent of consultation about service delivery with the people was at a “moderate” level. The mayor or the councillors made decisions whenever necessary and had rarely consulted with the people about their problems. Among the participants of this study, 4% of the respondents responded “not at all” regarding the level of consultation as the top-level officials made all the decisions without any consultation with the people. Another 16% of citizen respondents reported a “low” level of consultation because there was no separate department responsible for opinion or feedback collection. 5% of the respondents said that the level of consultation online was “very high” and another 18% of respondents considered the level of consultation to be “high”. However, the respondents said that whenever consultation was necessary, it was usually done with the central government. From the table above, it can be deduced that the extent of consultation between the service provider and service receiver was

good or “moderate” for the majority of respondents. Consultation with service receivers can help the authorities make informed and reliable decisions.

Participants described a case (Case study-5) how City Corporation resolved the serious disputes by the consultation process. The case is present below:

Case-5: Consultation with City Corporation Resolved the Case (Chattogram City Corporation)

Md. Oliullah (pseudonym) is 50-year-old ward secretary of ward no. 22, Enayet Bazaar of the Chattogram City Corporation. As a ward secretary, he has to arbitrate the countless family disputes filed in the councillor’s office. For example, the dispute between Nipen and Azit Sarkar (who were brothers with Nipen being the elder of the two) of Goalpara regarding the distribution of their mother's property was a lengthy case the secretary had to deal with. Nipen Sarker was illiterate but could write his name as his signature. On the other hand, Azit Sarkar was educated. Azit got married when he was 24 and raised a baby girl within the first year of his marriage. The dispute began when Azit sold the land he and his brother were supposed to share to pay for his daughter’s wedding without Nipen’s consent. From then on, the situation escalated to bloodshed. A local market association had tried to solve the conflict but failed. Finally, the case was brought before the ward councillor’s court and solved in 2018 by the City Corporation.

According to the Chattogram City Corporation staff surveyed, consultations helped to identify the existing problems within a particular area. These may huge problems that are faced by the citizens and by the staff. After consultations, measures can be taken to address the problems that were identified. The respondents were asked whether the staff of the Chattogram City Corporation were consulted with regarding the delivery of service by the City Corporation. In this regard, most of the staff respondents (40%) reported that they were moderately consulted with. They said that monthly and weekly meetings were done properly with the staff meetings being based on feedback. The problems brought in the meetings were usually solved on the spot. Another 20% of the respondents expressed that they were highly consulted with by their superiors. In fact, regular coordination meetings held where the female representatives expressed their opinions. Basically, the women councillors solved women-related problems according to

the staff. Another 30% of respondents reported a “very high” level of consultation saying that they were consulted with regarding a lot of issues. The administration introduced “Caraban Program” recently where it identifies problems once a week. The program allows everyone to send their complaints via WhatsApp or via phone calls.

Furthermore, 30% of the surveyed elected representatives reported that the extent of consultation was “moderate”. The respondents also said that whenever there was a need for consultation, it was usually managed by the officials. Additionally, 40% of the respondents opined the level of consultation was “high” while another 20% of respondents reported a “very high” level of consultation as well. They added that the *salish* boards were formed and general meetings were held on a monthly-basis for consultations. From the table above, it can be deduced that the majority of the surveyed elected representatives from the Chattogram City Corporation had experienced a “high” level of consultation regarding the delivery of services by the Chattogram City Corporation.

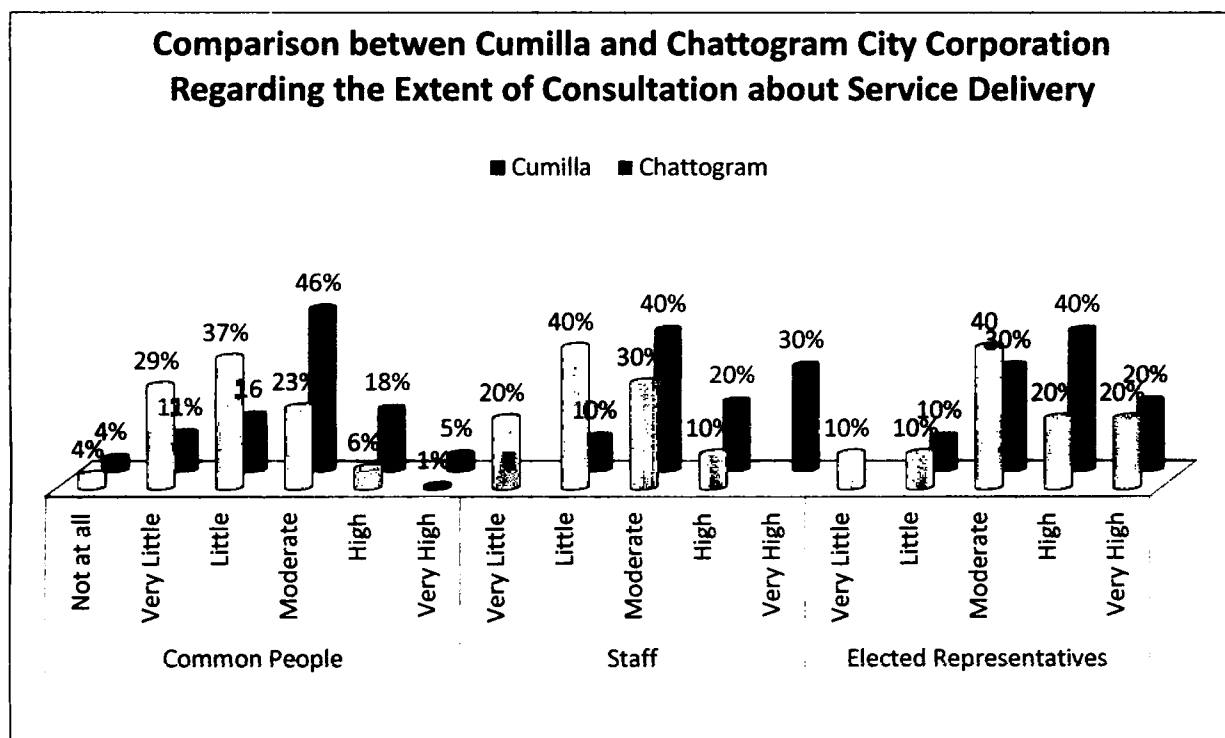


Figure 24: Comparison between the Cumilla and the Chattogram City Corporations regarding the extent of consultation

Source: Field Survey, 2019-2020.

Figure 24 shows the comparison between the Cumilla and the Chattogram City Corporations' surveyed citizens', staffs' and elected representatives' responses regarding the extent of consultation about service delivery. From the Chattogram City Corporation, the surveyed citizens said that people's opinions were collected through ward meetings. In these meetings, women councillors participated as well to enhance the coordination between the elected representatives and the general public. In this regard, 46% of the surveyed citizens expressed there was a "moderate" level of consultation with the people by the Chattogram City Corporation. According to these respondents, the City Corporation consulted with the people regarding any problems the people may have experienced. 16% of the respondents reported a "low" level of consultation since the City Corporation mainly consulted with the politicians and with the ruling elites to make their decisions. These respondents also claimed that the City Corporation did not prioritise the people. On the other hand, from the Cumilla City Corporation, 37% of the respondents expressed that the level of consultation was "low" because the elected representatives influenced all the activities of the City Corporation. Moreover, the respondents opined that the serious problems of the Cumilla City Corporation were caused by a lack of consultation with the target groups. As a result, people were not getting proper services.

Additionally, 40% of the staff surveyed from the Chattogram City Corporation reported a "moderate" level of consultations. The official staff expressed that there were five other kinds of service that were delivered by government agencies. These were electricity, gas, water, building construction and the maintenance of law and order. Moreover, since the mayors of the City Corporations were perceived as influential individuals, they were able to use their influence and capabilities to deliver these services properly. The staff also said that the projects were undertaken with the consultation of the beneficiaries. On the other hand, from the Cumilla City Corporation, most of the respondents (40%) expressed there had been a "low" level of consultations. 10% of the officials expressed that the local elites influenced most of the major decisions while disregarding the people's opinions. Moreover, the general public was not interested in joining the consultation process according to the respondents. However, the officials also mentioned that the elected representatives were always alert to provide services.

According to the elected representatives surveyed, the effectiveness of the delivery of services by the City Corporation depended on the level of satisfaction of the citizens. Citizens' satisfaction

was evaluated on the basis of the consultation process. From the Chattogram City Corporation, most of the surveyed councillors (40%) reported a “very high” level of consultation maintained by the authority in the decision-making process. Moreover, the respondents said that for project implementation and other similar activities, consultations were done with the citizens and with the experts. From the Cumilla City Corporation, most of the respondents (40%) reported a “moderate” level of consultation because the services were provided through a consultation process and the decisions were made through the ward meetings. Overall, the scenario reveals a good level of consultation.

6.2.1.2 Women’s Involvement in the Discussion Process

Table 31: Women’s Involvement in the Discussion Process (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	64	(40%)	0	(0%)	0	(0%)
Very Low	42	(26%)	2	(10%)	2	(10%)
Low	30	(19%)	8	(40%)	0	(0%)
Moderate	6	(4%)	10	(50%)	6	(30%)
High	14	(9%)	0	(0%)	10	(50%)
Very High	4	(2%)	0	(0%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 31 shows the level of women’s participation and involvement in the decision-making process and in the other activities of the Cumilla City Corporation according to the citizens, staff and councillors surveyed. According to most of the citizens surveyed, women’s involvement in the decision-making process was “very low” or “not at all”. 40% of the respondents opined that women’s involvement in the City Corporation’s decision-making was nominal only. The respondents said that women did participate in the general meetings but their opinions were not taken seriously. Additionally, 26% of the respondents reported a “very low” level of women’s involvement stating that the women who were called to various meetings were not aware of the rules and procedures. Moreover, the citizens stated that in the monthly general meetings, the women councillors always made speeches but their opinions were not prioritized in the decision-making process. Furthermore, 40 % of the respondents expressed that women were not involved

in the discussion process at all. However, 9% of the respondents opined that women's involvement was "high" in the City Corporation. According to these respondents, women were involved in the City Corporation office to handle the cases of harassment, family crisis and other similar issues and were aware of their rights. The respondents also said that the women councillors of the City Corporation played an important role to raise the involvement of women.

Additionally, 10% of the staff from the Cumilla City Corporation reported that there was a "very low" level of involvement of women because they were not given any priority in the discussions. Moreover, 40% of the staff respondents expressed that there was a "low" level of involvement of women in the discussion process because the women councillors were not active and needed to be invited to join the meetings. 50% of the respondents reported that women were moderately involved although only a few women were actively working. In conclusion, in the Cumilla City Corporation, only a few women were actively participating in the discussion and the decision-making process according to the surveyed staff of the Cumilla City Corporation. Realistically, the mayor played the most vital role in the process of discussion and decision-making with no active roles played by the women councillors. Women councillors were only given priority during the time of the elections.

Interestingly, 50% of the surveyed councillors reported that women were highly involved and regularly expressed their opinions in the discussions. Additionally, the respondents also said that women's participation is ensured in the monthly meetings. Another 30% of the respondents reported a "moderate" level of women's participation because the women can also share their opinions in the standing committee meetings. 10% of the respondents reported a "very high" level of women's involvement since they had recently observed women being involved in discussions and given the opportunity to share their views and demands. On the other hand, 10% of the respondents expressed that women were not involved in the decision-making process at all. Moreover, one of the male councillors said, **"Women are too dependent on their male co-workers for work most of the time. If they are given too many responsibilities then they can't perform properly most of the time"**. For this reason, they were not involved in the consultation process according to the councillor.

Table 32: Women's Involvement in the Discussion Process (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	18	(11%)	2	(10%)	0	(0%)
Very Low	30	(19%)	8	(40%)	2	(10%)
Low	54	(34%)	4	(20%)	0	(0%)
Moderate	28	(17%)	2	(10%)	12	(60%)
High	24	(15%)	2	(10%)	2	(10%)
Very High	6	(4%)	2	(10%)	4	(20%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 32 shows the level of women's participation and involvement in the decision-making process and in the other activities of the Chattogram City Corporation according to the citizens, staff and councillors surveyed. In this regard, 34% of the respondents reported that women's involvement was "very low" in the Chattogram City Corporation because they were not given any priority in the discussion procedure. The respondents also said the women in the discussions were unaware of the existing rules and regulations. On the other hand, 4% of the respondents expressed that women were highly involved in the process of discussion although the mayor played the most vital role in the process of discussion. 19% of respondents reported a "very low" participation of women in the discussion process because the women present were not well educated and thus hesitated to participate. Moreover, the respondents highlighted that the women were unfamiliar with the City Corporation's rules and regulations which is why their participation was less. Less than a quarter (17%) of the participants reported a "moderate" level of women participation since the women councillors were somewhat involved.

Additionally, 40% of the surveyed staff reported that women's participation was "very low" because their opinions were neglected in the discussion process. The respondents said that in the monthly general meetings, the women councillors only made speeches but were not prioritized in the matter of decision-making. Moreover, the respondents said that the women in the meetings were not well-educated in their respective fields and thus felt afraid to participate in discussions. Additionally, 10% of the respondents expressed that women played no role in the City Corporation's decision-making since it was the mayor who had the final say on all decisions.

Another 10% of staff respondents expressed that there was a “moderate” level of participation by women in the discussion process although they played no role in the decision-making process. 10% of staff respondents reported a “very high” level of participation because the “Caraban Program” allowed women to come out in groups and hold discussions with the administrator. Moreover, the respondents emphasised on the need for women to be more active and present in both the discussion and the decision-making process.

Furthermore, 60% of the surveyed councillors reported a “moderate” level of women’s involvement because every ward had women representatives and all of the Corporation’s decisions were informed to the women councillors. Moreover, the respondents added that there was active participation from women in the ward committee meetings that happened every 3 months where they could add their opinions to the discussion. On the other hand, 10% of the respondents reported a “high” level of women’s involvement because communication with women was maintained regularly. 20% of the respondents reported a “very high” level of women’s involvement because the women representatives have played a vital role in every colony and were always vocal in sharing their opinions. Finally, the respondents said that the female service seekers were able to easily share their problems with the women councillors which they wouldn’t be comfortable to do with the male councillors.

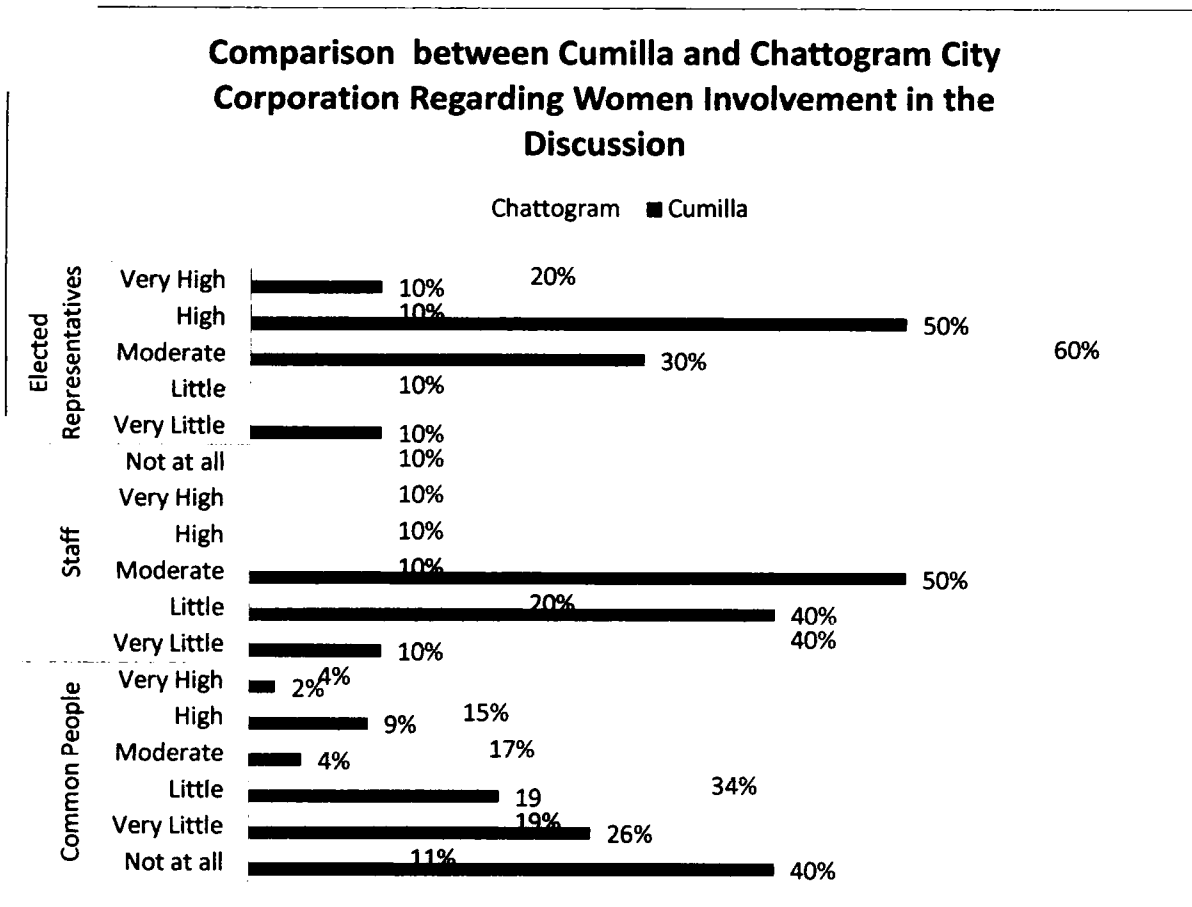


Figure 25: Comparison between the Cumilla and the Chattogram City Corporations regarding women’s involvement in the discussion process

Source: Field Survey, 2019-2020.

Figure 25 shows the comparison between the Cumilla and the Chattogram City Corporations’ surveyed citizens’, staffs’ and elected representatives’ responses regarding women’s involvement in the discussion process. In this regard, the women service seekers usually consulted with the women councillors according to the surveyed citizens. Every woman councillor has the right to participate in consultation meetings. In the Chattogram City Corporation, women councillors were responsible for women-related problems. In the monthly meetings, the women councillors shared their experiences about the services they provided. However, they played a limited role in decision making. In this regard, 34% of the respondents expressed that women had “low” involvement in the decision-making or consultation process. Simply put, they were not able to participate because women were considered as unfit to solve any major problem according to the

respondents. Only 15% of the respondents reported that women's involvement was "high" in the matter related to them especially related to their health. On the other hand, from the Cumilla City Corporation, 40% of the respondents expressed that the women were not involved at all and as a result, the general public was not getting proper service. The respondents added that in the monthly meetings the women were not involved in the consultation process and were unable to express their opinions. Moreover, the respondents stated that the women councillors took no initiatives to address these issues either.

During data collection, it was found that in the Chattogram City Corporation, 10% of the officials expressed the level of consultation with women in any matter was "very high". They claimed that there was no gender discrimination in the decision-making process since they were allowed to participate in all the meetings. The female officials also claimed that they are fully prioritized in women-related issues and that the elected representatives were very sincere with them. Additionally, the officials said that whenever any decisions were made, they were always present in those meetings. However, 20% of female officials reported a "low" level of women participation in the decision-making process saying that even though they could participate in the meetings, their opinions were rarely heard. The final decisions were always taken by the male councillors and mayor himself. On the other hand, from the Cumilla City Corporation, the majority (50%) of surveyed officials reported a "moderate" level of women's participation especially in women-related issues although the opinions of the elected representatives were given greater priority in the actual decision-making process. 40% of officials who had reported a "low" level women's involvement expressed that people still had narrow-minded perceptions of women thinking that women were unfit to help make decisions.

Women's participation is a good measurement criterion to gain insight into a City Corporation's activities. For a City Corporation to become progressive and welfare-based, both male and females stakeholders need to be active and involved since otherwise a huge proportion of the population will be left out and unutilised. However, figure 25 above shows that in the Cumilla City Corporation, most of the surveyed councillors (50%) reported a "high" level of women's involvement in the City Corporations activities and decision-making process. Moreover, the women in the Cumilla City Corporation actively participated by receiving and/or providing services. On the other hand, most of the respondents (60%) from the Chattogram City

Corporation expressed a “moderate” level of women’s involvement. Clearly, the level of women’s involvement in the discussion and decision-making process of the Cumilla City Corporation was better than that of the Chattogram City Corporation according to the elected representatives surveyed.

6.2.2 Reliability on Performance

Reliability is the ability to be trusted and to consistently perform well. This study seeks to find out the extent of reliability of the City Corporation’s services with respect to the alternative sources of service. This consequently indicates the level of reliability of both City Corporations.

Table 33: The Extent of Reliability: (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	4	(2%)	0	(0%)	0	(0%)
Very Low	20	(13%)	2	(10%)	0	(0%)
Low	26	(16%)	0	(0%)	2	(10%)
Moderate	82	(51%)	14	(70%)	2	(10%)
High	22	(14%)	2	(10%)	10	(50%)
Very High	6	(4%)	2	(10%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 33 shows the extent of reliability of the Cumilla City Corporation’s services with respect to the other sources of service available according to the citizens, staff and councillors who were surveyed. In this regard, more than half of the citizens surveyed (51%) reported that the level of reliability of service was “moderate” with respect to the other sources of service. According to the respondents, they had limited faith in the City Corporation authority to deliver reliable services. Moreover, the citizens said that the service providers expected bribes in exchange for quicker or undelayed service so the people couldn’t rely on them to provide services duly. Additionally, the elected representatives had made various commitments and promises which they never fulfilled after being elected which was why the populace doesn’t trust them to provide the necessary services. However, 4% of the respondents reported a “very high” level of reliability since the Cumilla City Corporation had recently completed a large project

successfully. On the other hand, 2% of the respondents expressed that the services of the Cumilla City Corporation were not reliable considering the other sources of service because the private sector regularly provided faster services with a better quality especially healthcare services.

Additionally, 70% of the surveyed Cumilla City Corporation staff reported that there was a “moderate” level of reliability of service relative to the other sources of service available because the people received free services from the City Corporation. Only 10% of the respondents expressed a “very high” level of reliability. On the other hand, another 10% of respondents expressed that the services provided by the Cumilla City Corporation were not more reliable relative to the other sources of service because the private sector had provided better services, especially in the education and healthcare sectors. According to the respondents, many people still visited the City Corporation to receive reliable services and the staff themselves had tried their best to provide services reliably. However, the staff also acknowledged that sometimes they were not able to keep their commitment to reliable service provision and as a result, the general service seekers lost faith in their ability to do so. Moreover, the respondents also said that unexpected circumstances usually affected the quality of service and that the level of reliability of the service should be increased above the current level.

Interestingly, almost 50% of the surveyed representatives reported a “high” level of service reliability because the people got quality services from the City Corporation on time. According to the respondents, since the people regularly sought services from the City Corporation, therefore, they must have a level of trust in the City Corporation’s ability to deliver reliable services. 30% of the respondents reported a “very high” level of reliability of the services the representatives provided to the citizens. They also reasoned that people repeatedly visited the City Corporation so that the staff could help solve their problems which sufficiently indicate a level of reliability. On the other hand, 10% of elected representatives surveyed expressed that there was a “low” level of service reliability because the service providers were callous sometimes. Another 10% of respondents reported a “moderate” level of service reliability with respect to the other available sources of service. They also explained that the people’s negative impression of the City Corporation’s service delivery stemmed from the uncertainty of completion or delay of their tasks they had faced when seeking services.

Table 34: The Extent of Reliability (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not at all	6	(4%)	2	(10%)	2	(10%)
Very Low	20	(12%)	2	(10%)	0	(0%)
Low	36	(22%)	0	(0%)	0	(0%)
Moderate	64	(40%)	4	(20%)	8	(40%)
High	30	(19%)	4	(20%)	4	(20%)
Very High	4	(3%)	8	(40%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 49 shows the level of reliability of the Chattogram City Corporation's services relative to the other sources of service available according to the citizens, staff and councillors who were surveyed. In this regard, 40% of the surveyed citizens reported a "moderate" level of reliability relative to the other sources of service. The respondents said that the Chattogram City Corporation was very attentive to road maintenance, education facilities and hospital facilities. Only 3% of the respondents expressed a "very high" level of reliability because the service charges were cost-efficient. On the other hand, 12% of the respondents expressed that reliability of the service provided by the Chattogram City Corporation relative to the other sources of service was "very low" because the quality of service provided by WASA was significantly better than the services provided by the City Corporation. Another 19% of respondents reported a "high" level of reliability because they thought that the service providers provided services with sincerity. For these reasons, people find the services provided by the City Corporation reliable.

Case study 6 reflects a high level of trust in the City Corporation representatives. The case is present below:

Case- Study 6: Trustworthiness of the City Corporation Representatives (Chattogram City Corporation)

Md. Abul Kashem (pseudonym) is a 59-year-old businessman who lives in Anderkilla in ward no. 32 of the Chattogram City Corporation area. He was the sole breadwinner for his family of seven comprising 4 sons, a daughter and his homemaker wife. Conflicts arose when his wife had accused him of adultery which had forced him to divorce her out of anger. Consequently, his wife had gone to the City Corporation to resolve the issue. As a result, the local councillor had intervened and had helped to solve their dispute. Thus, Mr Abul's marital life was restored with the help of the City Corporation councillor. Additionally, his wife's trust in the City Corporation had increased as her family able to stay together. She hoped that the City Corporation representatives could continue to help others the way they had helped her.

Additionally, 20% of the officials surveyed reported that there was a "moderate" level of reliability of the services provided relative to the other sources of service. They also said that the cost of the City Corporation's services was significantly less than the private sector organizations. Moreover, 40% of the staff respondents reported a "very high" level of service reliability because they were very sincere about the services they had provided to the citizens and were also trusted by the citizens because of their sincerity. On the other hand, 10% of the respondents expressed that the services provided by the Chattogram City Corporation were not more reliable at all relative to the other sources of service available because the staff could not provide service on time. As a result, the citizens became less satisfied as they did not find the services to be reliable.

Furthermore, 20% of the surveyed elected representatives reported a "high" level of reliability since the representatives were often re-elected because of their reliable service provision. 30% of the respondents also reported a "very high" level of reliability by the people in the services provided by the representatives. On the other hand, 10% of respondents said that the services provided by the City Corporation were not reliable at all with respect to the other sources of service available because of the City Corporation's limited manpower which made it difficult to

solve all the issues promptly. The remaining (40%) of the respondents expressed a “moderate” level of service reliability. These respondents also said that citizens had repeatedly sought services from the City Corporation because they considered it a relatively reliable source to receive services from. The elected representatives also said that people undervalued good service while constantly demanding new ones.

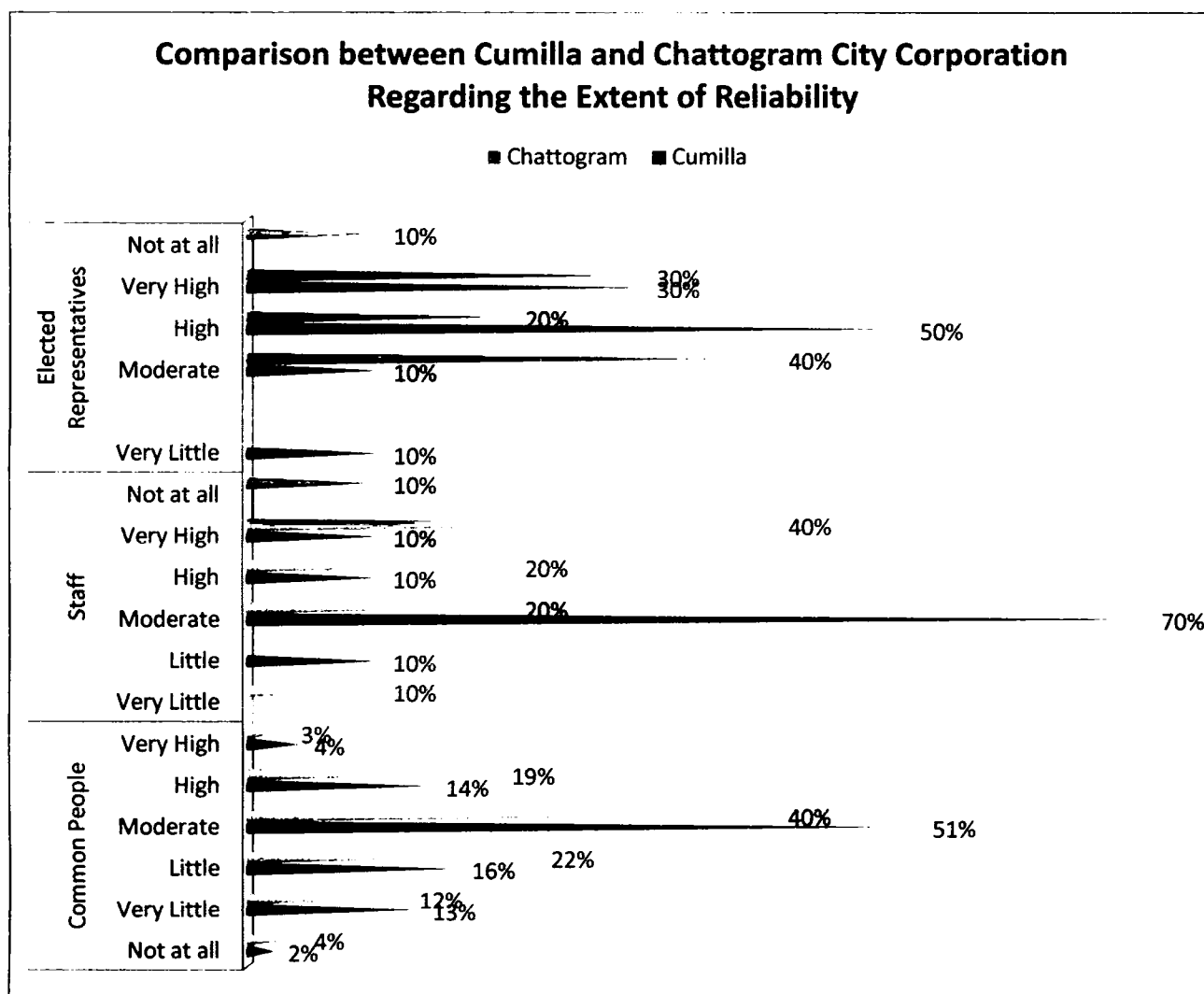


Figure 26: Comparison between the Cumilla and the Chattogram City Corporations regarding the extent of reliability

Source: Field Survey, 2019-2020.

Figure 26 shows the comparison between the Cumilla and the Chattogram City Corporations’ surveyed citizens’, staffs’ and elected representatives’ responses regarding the extent of

reliability of the services provided by the City Corporations relative to the other sources of services. In this regard, 40% of the citizens surveyed from the Chattogram City Corporation reported a “moderate” level of reliability of the services they had received. The respondents also said that the elected representatives were always busy with development activities and trying to fulfil their promises to the people so that they can be re-elected. 22% of the people surveyed thought that the reliability of the service provided was “low” relative to the other sources of service available because the elected representatives were too busy fulfilling their own demands to care about the people and their demands. The respondents also said that the councillors were too involved in the show of power and in conflicts with the opposition parties. 12% of the respondents reported a “very low” level of reliability of service provision by the Chattogram City Corporation because they thought that the elected representatives and the government officials were corrupted and influenced by the ruling elite. On the other hand, 51% of the respondents from the Cumilla City Corporation thought that the level of reliability of service was “moderate” because the elected representatives did not any impose extra taxes on them and governed the City Corporation as per their mandate. 14% of the people surveyed thought that the level of reliability was “high” due to quick measures taken by the City Corporation to solve the day-to-day problems. Only 16% of the people surveyed reported a “low” level of reliability of service due to the lack of proper management in the City Corporation’s activities. So the figure above shows that the Chattogram City Corporation exhibits less reliability than the Cumilla City Corporation does in the provision of services relative to the other sources of services according to the citizens who were surveyed.

Additionally, 40% of the surveyed officials from the Chattogram City Corporation reported a “very high” level of service reliability because of the present condition of the city and the changes in values and mind-set of the staff to become more trustworthy. The staff also suggested that the trust and reliability of service were ensured as the services were modernised and computerised. Even the proposals for development activities were approved and monitored regularly. 20% of the officials also reported “high” level of service reliability because the staff were very cordial and delivered services properly. Additionally, the staff said that bribery and unnecessary delays were penalised. However, 10% of the Chattogram City Corporation officials expressed that the City Corporation couldn’t regularly and reliably maintain its activities due to budget constraints and low tax revenue collection. On the other hand, from the Cumilla City

Corporation, most of the officials (70%) reported a “moderate” level of service reliability relative to the other sources of service in response. The officials said that City Corporation was trying to improve both its indoor and outdoor activities and that currently both the City Corporation and its citizens were mindful of the rules and regulations. Moreover, the officials said that the City Corporation also adapts citizen-friendly strategies in order to provide the best services to the citizens. However, 10% of the official expressed that the officials tried to properly exercise the City Corporation laws to improve their reliability of service.

Furthermore, half of the surveyed representatives (50%) from the Cumilla City Corporation expressed that reliability was a very important factor to judge the performance of a City Corporation. Organizational reliability impacts on the City Corporation’s profitability, level of people engagement, activeness, etc. The analysis shows that the Cumilla City Corporation provided more reliable services to its people through a better service delivery process than the Chattogram City Corporation did to its citizens. In its service delivery, the Cumilla City Corporation had better punctuality, was more helpful and sincere towards the service seekers, and provided the services to fulfil the people’s needs which improved the reliability of its service provision to the general people.

6.2.3 Responsiveness of City Corporation

When people go to service providers to receive services, it is the service providers’ main duty to respond to everyone equally and to assist them to the best of their ability. Moreover, the officials should respond to them quickly, so that the service seekers do not suffer excessive delays or face any complications. This study finds out the extent of responsiveness of the City Corporations towards the demands and the feedbacks of the service recipients.

Table 35: The Extent of Responsiveness: (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not responsive	6	(4%)	0	(0%)	0	(0%)
Low	12	(7%)	0	(0%)	0	(0%)
Average	56	(35%)	2	(10%)	0	(0%)
Good	58	(36%)	18	(90%)	0	(0%)

Very Good	28	(18%)	0	(0%)	10	(50%)
Excellent	0	(0%)	0	(0%)	10	(50%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 35 shows the level of responsiveness of the Cumilla City Corporation authority in meeting the people’s needs and demands according to the citizens, staff and councillors surveyed. In this regard, 36% of the common people surveyed reported that the service providers had a “good” level of responsiveness because they had responded to the service seekers whenever it was necessary. Additionally, another 35% of respondents reported an “average” level of responsiveness. These respondents also said that the City Corporation was very quick to respond to any crises like viral outbreaks or fires after notifying the citizens. Moreover, they added that Personal services like issuing birth and marriage certificates, licenses, voter ID cards, etc. were provided properly by officials despite delays and other inefficiencies. On the other hand, 7% of the respondents expressed that the responsiveness level of the Cumilla City Corporation was “low” because the officials had created delays in providing services by requiring unnecessary documents. The respondents also said that unless the service seekers had connections or were influential, they would have had to face delays and irregular services. 4% of the respondents also expressed that some staff were not responsive at all.

Moreover, 90% of the surveyed officials reported that the responsiveness level of the Cumilla City Corporation was “good”. The respondents said that it was their duty to address and to try to fulfil the citizens’ needs as soon as possible. Moreover, they said that the citizens regularly sought service from the City Corporation because of their responsiveness and cordiality in providing services. 10% of the staff respondents expressed that City Corporation’s responsiveness in providing service was at an “average” level because the offices were always kept open to hear the people’s feedback so that the mayor could take initiatives upon this feedback.

Furthermore, 50% of the surveyed elected representatives reported that the service providers had a “good” level of responsiveness because they (ward councillors) were always responsive and helpful towards the poor and the disadvantaged. Moreover, they said that they had arranged free book distributions (study-related books) and free education centres to help the people and were

always accessible to the people. Another 50% of the surveyed representatives expressed that they had an “excellent” level of responsiveness because they always reached out to the people who sought help from them. Moreover, the respondents said that the City Corporation was quick to respond to any city-wide emergency or crisis like a viral disease outbreak despite its various limitations. In fact, one of the councillors said, **“We addressed the common people’s needs very quickly whenever it was necessary despite our limitations”**.

Table 36: The Extent of Responsiveness (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not responsive	14	(9%)	0	(0%)	0	(0%)
Low	24	(15%)	0	(0%)	2	(10%)
Average	60	(37%)	0	(0%)	0	(0%)
Good	44	(28%)	2	(10%)	4	(20%)
Very Good	18	(11%)	6	(30%)	12	(60%)
Excellent	0	(0%)	12	(60%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 36 shows the level of responsiveness of the Chattogram City Corporation authority in meeting the people’s needs and demands according to the citizens, staff and councillors surveyed. The City Corporation councillors were elected by the people. They are responsible for fulfilling the needs and demands of the citizens from the City Corporation. 37% of the citizens surveyed reported that the service providers had an “average” level of responsiveness because the elected representatives regularly avoided the people and did not address the people’s demands or complaints properly. 15% of the respondents reported a “low” level of responsiveness in the delivery of service. Even though the respondents acknowledged that responsiveness varied from person to person, overall the people’s demands and complaints were not regularly addressed. On the other hand, 28% of the citizens reported a “good” level of responsiveness while another 9% of respondents reported that the service providers were not responsive at all. For example, the elected representatives were too busy with their political activities to respond to the people’s needs and complaints.

Additionally, 60% of the surveyed Chattogram City Corporation staff reported that the service providers had an “excellent” level of responsiveness. The staff said that under administration guidelines, both hard and soft copies were saved as soon as a complaint was received on WhatsApp. Moreover, service was provided by the officials beyond office hours when necessary. 30% of the staff also responded that City Corporation had a “very good” level of responsiveness because they offered proper assistance via the hotline. Only a few of the surveyed staff (10%) reported that the level of responsiveness of service provision by the City Corporation was “good”. The staff also said that they actively listened to any complaints and were committed to their work.

Furthermore, 60% of the surveyed councillors reported that the service providers’ responsiveness level was “very good” because they (ward councillors) were always eager, helpful and available to help solve the people’s problems. Another 20% of respondents reported an “average” level of responsiveness of service delivery. On the other hand, only 10% of respondents expressed that the level of responsiveness was “low”. According to the table above, the majority of surveyed elected representatives reported a “very good” level of responsiveness of the services provided by the Chattogram City Corporation which suggests that the service providers tried their best to respond to the people’s complaints and problems despite the limitations faced by the City Corporation.

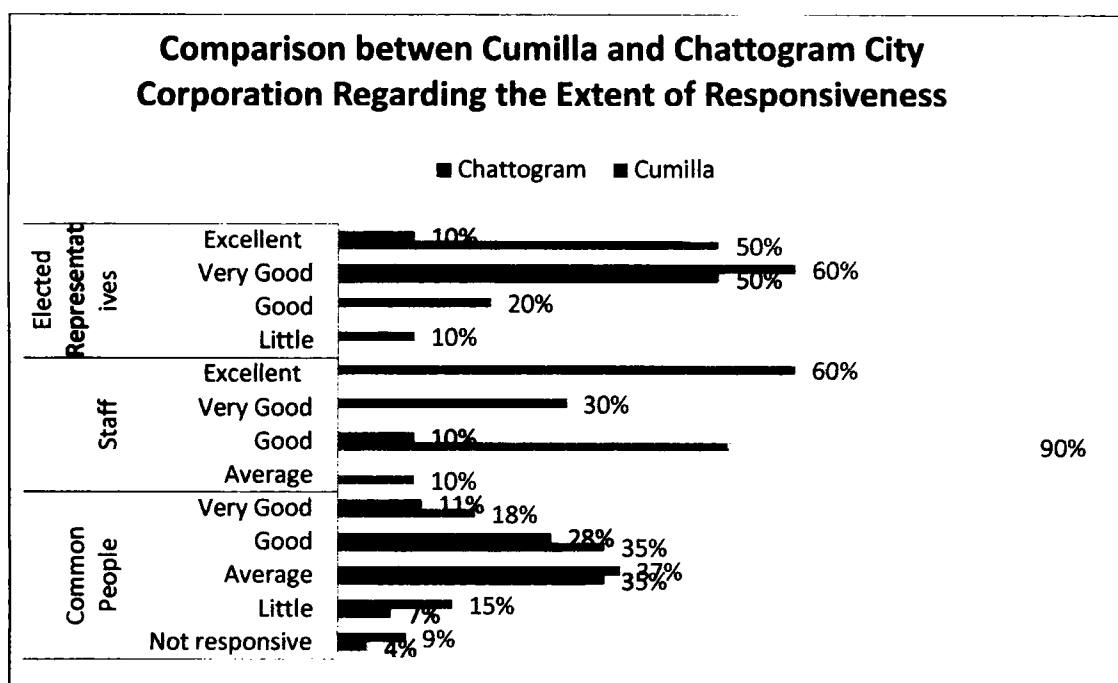


Figure 27: Comparison between the Cumilla and the Chattogram City Corporations regarding the extent of responsiveness

Source: Field Survey, 2019-2020.

Figure 27 shows the comparison between the Cumilla and the Chattogram City Corporations' surveyed citizens', staffs' and elected representatives' responses regarding the extent of responsiveness of both City Corporations. From the Chattogram City Corporation, 37% of the citizens surveyed reported an "average" level of responsiveness. The respondents also said that their elected councillors worked hard to fulfil the people's needs by undertaking various measures and projects. However, 15% of the respondents thought that elected representatives heard their problems but took no action. On the other hand, from the Cumilla City Corporation, 18% of the respondents expressed a "very high" level of responsiveness of service because their elected representatives ensured the maintenance of roads, drainage and simultaneously carried out development activities for the betterment of the people. However, 35% of the respondents thought that the level of responsiveness was "average" because the City Corporation was slow to act and only carried out construction or development works when the situation got worse. Another 35% of respondents thought that the level of responsiveness was "good" in the Cumilla City Corporation because the service providers tried to be responsive to the people during office hours.

Additionally, 60% of the surveyed officials expressed that the service providers had an “excellent” level of responsiveness because the Chattogram City Corporation had established a hotline to quickly respond to the people’s needs and problems. The respondents also said that the staff maintained the schedule when providing services. On the other hand, from the Cumilla City Corporation, almost all the respondents (90%) expressed that the service providers had a “good” level of responsiveness in the services they had provided. The respondents said that all complaints and suggestions from citizens were cordially accepted. However, 10% of the surveyed staff reported an “average” level of responsiveness. Moreover, the respondent thought that government should privatise the city’s garbage disposal and management because the City Corporation had insufficient manpower and an ineffective supervision system to handle it. In fact, the citizens often complained about it.

Moreover, the analysis shows that the Cumilla City Corporation’s level of responsiveness in the provision of service was “excellent” and “good” according to the responses of the councillors who were surveyed. 50% of the respondents who reported an “excellent” level of responsiveness also said that they tried to provide the best service as quickly as possible to lower the cost of service. On the other hand, from the Chattogram City Corporation, the majority of respondents (60%) reported that the level of responsiveness was “very good”. They reasoned that the services were provided on schedule with sincerity and that the people’s problems were quickly addressed via the hotline. Therefore, it can be deduced that both the Chattogram and the Cumilla City Corporation were sufficiently responsive to providing services, in addressing the people’s needs and complaints, and in reacting to emergencies.

6.2.4 Courtesy

Courtesy is the showing of civility or politeness in one’ behaviour towards others. Good manners and politeness are crucial elements of courtesy. The service provider should be polite and well-mannered towards the people they serve. Additionally, both the service receiver and service provider should maintain cordiality between each other. This study tries to explore the extent of good behaviour by the service providers of City Corporations towards the service recipients.

6.2.4.1 Behaviour of the Service Providers

Table 37: Behaviour of the Service Providers (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	4	(3%)	0	(0%)	0	(0%)
Low	12	(7%)	0	(0%)	2	(10%)
Average	38	(24%)	0	(0%)	4	(20%)
Good	80	(50%)	16	(80%)	2	(10%)
Very Good	24	(15%)	4	(20%)	8	(40%)
Excellent	2	(1%)	0	(0%)	4	(20%)
Total	160	100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 37 shows the level of good behaviour from the service providers of the Cumilla City Corporation according to the citizens, staff and elected representatives who were surveyed. In this regard, 49% of the citizens surveyed opined that the level of good behaviour was “good” because the elected representatives and the officials were always cordial and maintained a good relationship with the service seekers. The service providers had also prioritised the citizens’ needs beyond office hours according to the respondents. Another 24% of respondents reported an “average” level of good behaviour by the service providers. The citizens said that services providers not only maintained good behaviour towards them but also patiently listened to their problems. Only 1% of respondents reported an “excellent” level of good behaviour in response because the services were provided very sincerely both indoor and outdoor. On the other hand, (4%) respondents replied that the level of good behaviour was “not satisfactory”. These respondents said that the elected representatives were insincere because they only maintained a façade of good behaviour towards the people so that they do not lose that popularity and so that they can maintain their public image. However, in the case of the staff, the respondents said that staff were always sincere and courteous towards them.

Additionally, most of the surveyed staff (80%) opined that the level of good behaviour of the service providers was “good” because both the service receivers and the service providers were civil to each other during service provision. The staff respondents said that it was part of their job to regularly deal with people, to be careful about the people’s needs, and to help the people to the

best of their abilities. Moreover, they said that good behaviour was essential to provide the proper services to the people. Another 20% of the respondents expressed that the level of good behaviour by the service providers was “very good” because they were reasonable and emphasised on the people’s satisfaction in the delivery of service. The table above shows that usually good behaviour was maintained by the staff of the Cumilla City Corporation. The study also revealed that the staff surveyed were satisfied with how they treated the people.

Furthermore, 40% of the surveyed elected representatives expressed that the level of good behaviour of service providers was “very good” because they had provided services by following the City Corporation’s rules as well as the Citizen’s Charter. Moreover, the respondents said that the staff were very patient to accommodate every service seeker despite having to deal with some people who were unaware of the Citizen’s Charter and with a heavy workload. 20% of the surveyed councillors responded that the level of good behaviour of service providers was “excellent”. Another 20% of respondents expressed that the level of good behaviour by the service provider was “average” because they were accountable to the citizens to provide proper service to them while maintaining civility. Additionally, the city residents knew each other well and thus were civil towards each other. Usually, the service providers responded quickly, listened closely to the service seekers’ problems to find solutions and even offered them tea 10% of the surveyed representatives reported a “low” level of good behaviour because sometimes the staff were not so well-mannered towards to the service seekers.

Table 38: Behaviour of the Service Providers (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	14	(9%)	0	(0%)	0	(0%)
Low	12	(7%)	0	(0%)	0	(0%)
Average	38	(24%)	0	(0%)	4	(20%)
Good	80	(50%)	8	(40%)	4	(20%)
Very Good	16	(10%)	6	(30%)	10	(50%)
Excellent	0	(0%)	6	(30%)	2	(10%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 38 shows the level of good behaviour from the service providers of the Chattogram City Corporation according to the citizens, staff and elected representatives who were surveyed. Most of the citizens surveyed (50%) reported a “good” level of good behaviour because the service providers were cordial and maintained good behaviour towards the people. Another 24% of respondents reported an “average” level of good behaviour in response. These respondents claimed that service providers usually maintained good relations with affluent and powerful individuals. 10% of the respondents opined that the level of the service providers’ good behaviour was “very good” because the staff were well-mannered towards ordinary people. On the other hand, 7% of respondents reported a “low” level of good behaviour from the service providers because they patronised the common people and did not maintain good relations with them. 9% of the respondents thought that the level of good behaviour was “not satisfactory” because the service providers were biased and their behaviour varied from person to person. The respondents elaborated that the service providers were courteous towards the rich and powerful and were dismissive or negligent towards the ordinary service seekers without bribes.

Additionally, 40% of the surveyed staff responded that the level of good behaviour by the service providers towards the service seekers was “good”. The respondents also said that the service providers were ordered to behave well with the citizens by the mayor himself. The staff also said that to ensure the quality of service, the people needed to be treated well. 30% of the respondents opined that the level of good behaviour of the service providers was “excellent”. The staff respondents explained that the service providers were highly trained to be careful about people’s needs and demands and to be professional. The remaining 30% of respondents reported that the behaviour of service providers was “very good” because the elected representatives monitored the staff to ensure that the people seeking service were treated well and with respect. The officials also said that they had occasionally offered tea to the service seekers while they waited to receive services. Finally, from table 53 above, it is clear that the service providers from the Chattogram City Corporation exhibited good behaviour towards the service receivers according to the staff who were surveyed.

Moreover, 50% of the surveyed councillors expressed that the level of good behaviour from the service providers was “very good” because the staff were courteous and well-mannered. 20% of the respondents expressed that the level of good behaviour of the service providers was “good”

because it was their duty to be civil to the service seekers. Another 20% of respondents replied that they exhibited a normal level of courtesy towards the citizens and maintained a good relationship with them. The remaining 20% of respondents reported that the level of good behaviour of the service providers was “excellent”. The representatives reasoned that they were always cordial towards the citizens to retain their popularity in the elections.

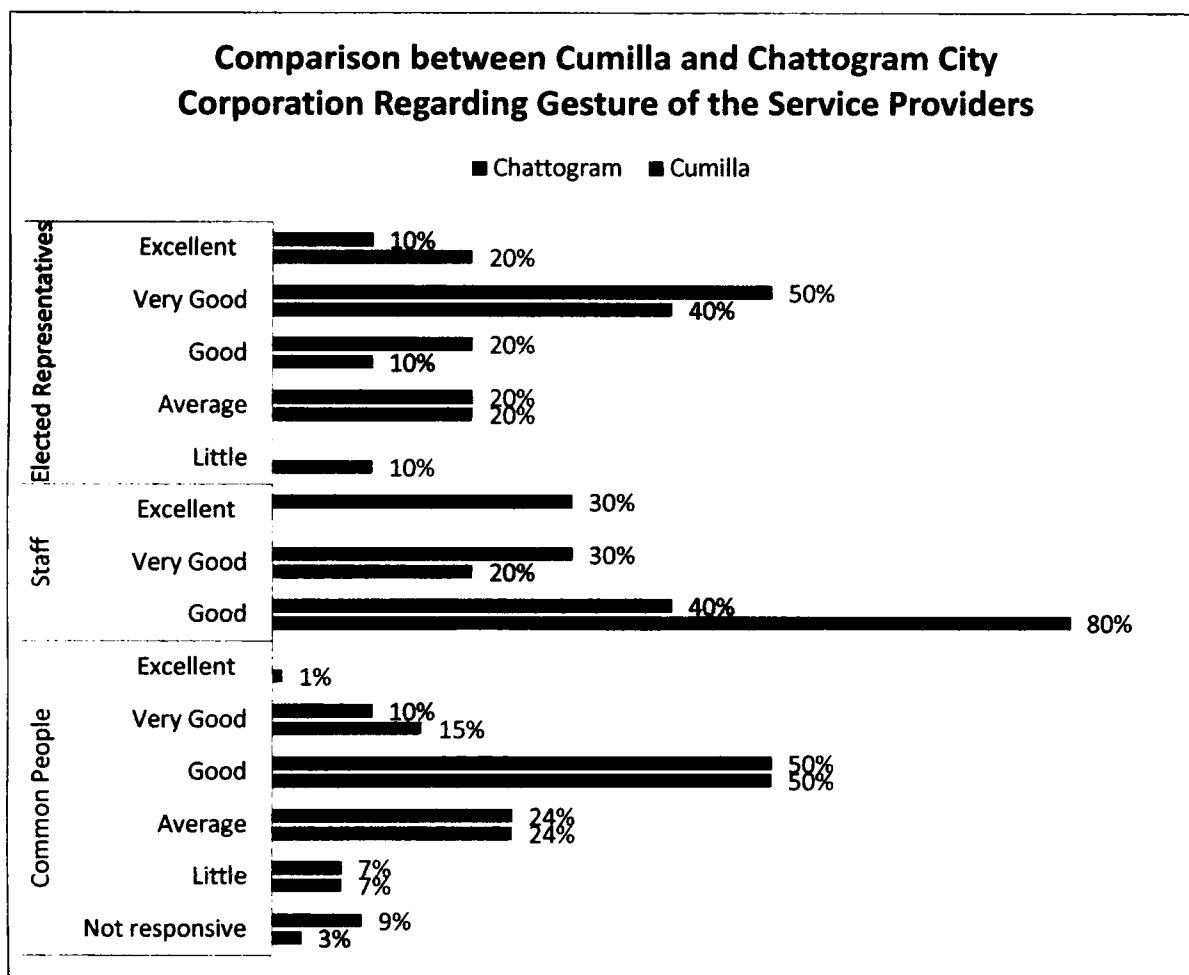


Figure 28: Comparison between the Cumilla and the Chattogram City Corporations regarding the behaviour of the service providers

Source: Field Survey, 2019-2020.

Figure 28 shows the comparison between the Cumilla and the Chattogram City Corporations’ surveyed citizens’, staffs’ and elected representatives’ responses regarding the behaviour of the service providers. From the Chattogram City Corporation, 50% of the citizens surveyed expressed that the level of good behaviour was “good” because the service providers were

cordial and maintained a good relationship to service receivers. Both the elected representatives and the government officials try to maintain the Citizen's Charter effectively according to the respondents. 24% of the respondents reported an "average" level of good behaviour because the elected representatives exhibited a façade of good behaviour to gain the people's favour during the elections. On the other hand, from the Cumilla City Corporation, both the government officials and the elected representatives were reported to be genuinely amicable. This City Corporation cleaned garbage properly and repaired the roads, the drainage system and the street lights regularly. Moreover, 50% of the citizens surveyed from the Cumilla City Corporation expressed a "good" level of good behaviour because the service providers were cordial and helpful to them when providing service.

Additionally, from the Chattogram City Corporation, 40% of the surveyed staff expressed that the service providers were affable and had behaved professionally with the citizens. On the other hand, from the Cumilla City Corporation, most of the respondents (80%) reported a "good" level of good behaviour by the service providers because the officials were cordial, tried their best to fulfil the citizens' demands and were always reachable to the citizens via a phone call. Moreover, the respondents said that the mayor encouraged and ensured friendly behaviour by the staff towards the service seekers by regularly supervising the process. However, 20% of the officials from the Cumilla City Corporation responded that good behaviour was not always maintained due to the pressure from the heavy workload.

Good behaviour from the service providers is essential to accommodate the service seekers when they go to the City Corporation to receive services and to provide adequate service to them. In the Cumilla City Corporation, according to 40% of the surveyed councillors, the service providers from their City Corporation maintained a "very good" level of good behaviour. Additionally, many of the respondents reported "good" and "average" levels of good behaviour from the service providers. However, the respondents did acknowledge that sometimes the service providers had patronised the poor or illiterate people when they came to receive service. On the other hand, from the Chattogram City Corporation, the majority of councillors (50%) reported a "very good" level of good behaviour maintained by the service providers of the Chattogram City Corporation while the other respondents also held similar positive reviews.

6.2.4.2 The Level of Promise Fulfilment by the Elected Representatives

Table 39: The Level of Promise Fulfilment by the Elected Representatives (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	28	(17%)	0	(0%)	0	(0%)
Low	88	(55%)	0	(0%)	4	(20%)
Average	36	(23%)	8	(40%)	0	(0%)
Good	4	(3%)	12	(60%)	2	(10%)
Very Good	2	(1%)	0	(0%)	6	(30%)
Excellent	2	(1%)	0	(0%)	8	(40%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 39 shows the level of promise fulfilment by the elected representatives of the Cumilla City Corporation according to the citizens, staff and councillors who were surveyed. In this regard, most of the citizens surveyed (55%) reported that there was a “low” level of promise fulfilment. The people said that before the elections, the elected representatives had been cordial and had made many promises to the people only to go back on most of them after they had been elected. 23% of the respondents reported an “average” level of promise fulfilment by the representatives because they had made many promises to the people but rarely delivered on these promises. Only 1% of respondents expressed a “very good” level of promise fulfilment because the representatives tried to fulfil their promises out of their own pockets. On the other hand, 14% of the respondents expressed that elected representatives of the Cumilla City Corporation had not delivered on their promises at all because they only carried out their duties properly during the election period to gain the public's favour.

Additionally, 60% of the surveyed staff reported that the level of promise fulfilment by the elected representatives was “good” because the citizens would not vote for them otherwise. The remaining 40% of respondents reported that the level of promise fulfilment by the elected representatives was “average”. The staff respondents also said that the elected representatives couldn't deliver on their promises properly even if they wanted to because of the complex systematic relationship between the central and local government. Additionally, the

representatives were also limited by the City Corporation's lack of funding as a result of poor tax collection and inadequate financial support from the central government.

Moreover, 40% of the surveyed elected representatives opined that their promise fulfilment level was "average" and that they had tried their level best to deliver on their promises. 20% of the respondents expressed their level of promise fulfilment condition was "low" because the resources at their disposal were limited while the people's demands were unlimited. Moreover, the representatives said that the circumstances under which they had made their promises were drastically different from their current circumstances. As a result, they had to adapt their plans to their current situation in order to deliver on their promises. Furthermore, the elected representatives also said that they were not able to fulfil their promises on time because they lacked the financial resources, technical support, and the support from the central government to quickly execute their plans. On the other hand, only 30% of the respondents reported a "very good" level of promise fulfilment because they had managed to establish e-services as well as implement various infrastructure development projects related to road construction, drainage systems, road repairs, etc. Only 10% of respondents expressed that their promise fulfilment was "average". From the table above, it is evident that 80% of the respondents thought that the level of promise fulfilment by the elected representatives of the Cumilla City Corporation was satisfactory and adequate.

Table 40: The Level of Promise Fulfilment by the Elected Representatives (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	6	(4%)	0	(0%)	0	0
Low	74	(46%)	0	(0%)	0	0
Average	62	(39%)	0	(0%)	2	10
Good	16	(10%)	6	(30%)	8	40
Very Good	2	(1%)	12	(60%)	4	20
Excellent	0	(0%)	2	(10%)	6	30
Total	160	(100%)	20	(100%)	20	100

Source: Field Survey, 2019-2020.

Table 40 shows the level of promise fulfilment by the elected representatives of the Chattogram City Corporation according to the citizens, staff and councillors who were surveyed. In this regard, 46% of the citizens surveyed reported a “low” level of promise fulfilment because they claimed that the election manifestoes were just a strategy used by the elected representatives to win the elections. 39% of the respondents reported an “average” level of promise fulfilment because the elected representatives worked for special area development. Only 1% of the respondents reported a “very good” level of promise fulfilment because the elected representatives worked in hard for the people’s welfare. On the other hand, 4% of the respondents responded that elected representatives of their City Corporation had not delivered on their promises at all because they were not committed to their work and were involved in corruption.

Additionally, 60% of the staff surveyed expressed that the elected representatives’ level of promise fulfilment was “very good” because they incorporated their promises into the annual plan of the Chattogram City Corporation. Another 30% of respondents expressed that the promise fulfilment level of elected representatives was “good”. The respondents said that the mayor and his staff were committed to delivering on their promises by trying to provide the best quality of service. The remaining 10% of reported an “excellent” level of promise fulfilment by the elected representatives as they were determined to deliver on their promises by trying to establishing a clean and green city. Finally, it can be deduced that the level of promise fulfilment by the elected representatives was adequate in Chattogram City Corporation according to the responses of the surveyed staff.

Furthermore, 40% of the elected representatives surveyed from the opined that they had fulfilled their promises to a “good” level. About 80-90% of the citizens’ demands were fulfilled according to the respondents. Moreover, they said that they regularly addressed the issues of terrorism, eve-teasing, security, education, infrastructural development, city beautification, garbage disposal, domestic violence, corruption, and smuggling in the City Corporation area. Only 30% of the respondents expressed that they had excellently fulfilled their promises. The respondents also said that they were obligated to fulfil the promises they had made in their election manifestos because otherwise they may lose future elections or face public criticism. On the other hand, 20% of the respondents expressed that their level of promise fulfilment was “very

good” because they loved the people and as the people’s representatives they listened to the people complaints and devised rapid solutions. They also said that the elected representatives’ accountability to the people was ensured because after 5 years they would have come back to ask for votes again. 10% of the surveyed elected representatives reported that their level of promise fulfilment was “average” because they had already taken measures to create jobs, build roads and ensure quality education.

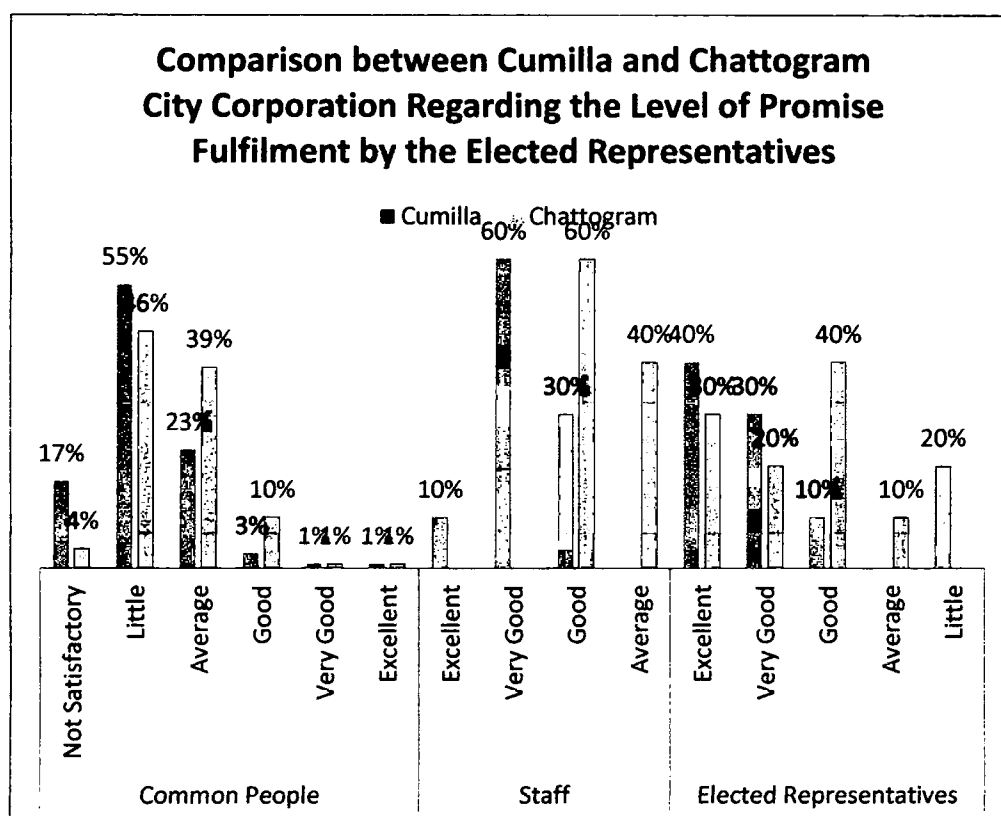


Figure 29: Comparison between the Cumilla and the Chattogram City Corporations regarding the level of promise fulfilment by the elected representatives

Source: Field Survey, 2019-2020.

Figure 29 shows the comparison between the Cumilla and the Chattogram City Corporations’ surveyed citizens’, staffs’ and elected representatives’ responses regarding the level of promise fulfilment by the elected representatives. In this regard, 46% of the citizens surveyed reported a “low” level of promise fulfilment by the elected representatives because they had promised to do many things for the public only to go back on those promises after the winning election. The respondents also said that after the election the elected representatives focused on fulfilling their

own needs and on the needs of their political party. Moreover, the respondents alleged that the elected representatives were biased and engaged in nepotism during the recruitment and the assignment of projects. However, 39% of the citizen respondents expressed that the representatives moderately kept their promises but due to the lack of expertise and sufficient employees, they couldn't fulfil all their promises properly. Moreover, these respondents said that the recent digitalization of service delivery could reduce the rigidity of work and could enable the representatives to do more to keep their promises to the people. On the other hand, promise fulfilment by the elected representatives was also found to be "low" in the Cumilla City Corporation. 55% of the respondents from the Cumilla City Corporation expressed that the elected representatives only considered the people's demands and kept their promises before the elections and at the eleventh hour of their termination. Moreover, due to the lack of finance and institutional strength, the elected representatives couldn't fulfil their promises properly even if they wanted to. However, according to the respondents, the current mayor and the other existing representatives were trying their best to deliver on their promises despite their limitations and the pre-existing institutional politics acting as barriers. 23% of the respondents expressed the elected representatives had an "average" level of promise fulfilment. Some respondents of the study expressed that the mayor must be citizen-oriented and ensure the transparency and accountability of the development projects to reduce the people's dissatisfaction on the promise delivery issue.

From the Chattogram City Corporation, most of the staff surveyed (60%) responded that the elected representatives maintained their promises despite the financial and manpower limitations of the City Corporation. Moreover, the respondents also said that the mayor and the councillors implemented innovative programs and policies to deliver on their promises. On the other hand, from the Cumilla City Corporation, the staff respondents also said that the elected representatives tried to deliver on their promises to the people. Most of the staff respondents from the Cumilla City Corporation (60%) expressed that even though the elective representatives had made ambitious promises during the election, after the election they tried their level best to deliver on their promises to the people.

The representatives were elected by the people so that they could deliver on the promises they made to the people during the election. In the analysis of the Cumilla City Corporation and the Chattogram City Corporation, it was observed that in the Cumilla City Corporation, 40% of the

surveyed elected representatives said that they had fulfilled their promises at an “excellent” level. They also said that the service receivers and service providers were sincere to each other and that every elected representative was highly concerned about implementing their election manifestos. On the other hand, from the Chattogram City Corporation, 40% of respondents reported a “good” level of promise fulfilment. For example, the city’s waste management was performing well and the garbage was collected properly at night.

6.2.4.3 Maintenance of Working Relationships

Table 41: Maintenance of Working Relationships (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	6	(4%)	0	(0%)	0	(0%)
Low	22	(14%)	0	(0%)	0	(0%)
Average	56	(35%)	2	(10%)	0	(0%)
Good	64	(40%)	16	(80%)	2	(10%)
Very Good	12	(7%)	2	(10%)	6	(30%)
Excellent	0	(0%)	0	(0%)	12	(60%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 41 shows the level of maintenance of the working relationships between the service providers and the service takers of the Cumilla City Corporation. In this regard, 40% of the citizens surveyed reported that the service receivers and the service providers had maintained good relationships with each other. The extent to which the service providers maintained a good working relationship with the people when they delivered services to the people is a good measure for good governance and the level of trust by the people in the City Corporation. 7% of the respondents expressed that they had a “very good” working relationship with the service providers because the staff always gave their best efforts when providing services. 4% of the respondents opined that they were not maintaining a good relationship because the service providers could not fulfil their demands properly and occasionally misbehaved with them. Overall, however, according to the majority of the respondents, the service seekers and service providers maintained a good or average working relationship.

Similarly, 80% of the surveyed Cumilla City Corporation staff reported that the service receivers and the service providers had maintained good relations. The respondents said that the service providers were very sincere and that the service receivers had received services without any problems. The maintenance of good relations by the staff with the general public is very important because it bolstered the level of trust of the people in the City Corporation. So, when measuring the trust level and good governance, it is essential to assess the good relations maintained by the staff with the citizens during service provision. 10% of the staff respondents reported a “very good” level of working relationship maintenance since the rules of service provision were maintained by the staff 10% of the respondents expressed that they had maintained an “average” level of working relationships because they could not fulfil all the demands of the service receivers.

Moreover, 60% of the surveyed councillors reported that they had maintained an “excellent” level of working relationships with the service seekers because the people were the main source of their power and position. The elected representatives said that they were elected by the people through the elections to represent them. Moreover, the representatives said that good working relations with the people were essential to understanding their problems properly. Another 30% of the surveyed representatives had also reported a “good” level of working relationship maintenance. Only 10% of the respondents reported a “low” level of working relations with the citizens.

Table 42: Maintenance of Working Relationships (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	18	(11%)	0	(0%)	0	(0%)
Low	26	(16%)	0	(0%)	0	(0%)
Average	46	(29%)	0	(0%)	2	(10%)
Good	62	(39%)	4	(20%)	2	(10%)
Very Good	8	(5%)	10	(50%)	8	(40%)
Excellent	0	(0%)	6	(30%)	8	(40%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 42 shows the level of maintenance of the working relationships between the service providers and the service takers of the Chattogram City Corporation. The Chattogram City Corporation is one of the biggest City Corporations with a large number of service seekers who receive various services and facilities from there. In this regard, 39% of the citizens surveyed reported that the service receivers and the service providers had maintained a “good” working relationship with each other. Sometimes, the service providers did not even take any fees for the services they provided. 5% of the respondents reported a “very good” working relationship because the councillors were very sincere and the service providers were always cordial towards them. 11% of the surveyed citizens disclosed that they did not have a good working relationship with their service providers because the service provider could not fulfil their demands properly.

Additionally, 50% of the surveyed staff from the Chattogram City Corporation reported that the service receivers and the service providers had maintained a “very good” working relationship which helped to accelerate service delivery process. The respondents claimed that the people were extremely happy with the performance of at least 80% of the staff because they often got what they asked for. Moreover, they said that the staff of the Chattogram City Corporation were well-behaved towards the people and maintained good a working relationship with them to establish trust and to exercise good governance. 30% of the respondents reported an excellent working relationship because both the service providers and the service receivers were cordial to each other which created a good environment in the City Corporation office. Only 20% of the respondents expressed reported “good” maintenance of the working relationships due to the absence of conflict and the presence of cordiality in the workplace between the staff and the citizens.

Furthermore, 40% of the elected representatives surveyed reported that the service receiver and service providers maintained “excellent” working relationships with each other. The respondents also said that during their blanket distribution to the poor in the winter, they had managed to deliver the blankets directly to the homes of those who were absent on the day of distribution. Another 40% of respondents reported a “very good” maintenance of working relations with the people because the service providers were well-mannered towards the service seekers. 10% of the respondents expressed that the service providers maintained a good relationship with the public because they were able to fulfil the demands of service receivers. Only 10% of the

respondents reported an “average” level of maintenance of working relationships. The respondents also said that the women councillors had solved many family problems related to divorce, dowry, and other internal disputes. Moreover, female service seekers were able to easily share their problems with them.

In a case study 7, participants expressed how a women representative carries out her responsibilities to the local people. The case study indicated below:

Case-7: Sathi Akter Carries Out her Responsibilities (Chattogram City Corporation)

Sathi Akter (pseudonym) is a 39-year-old female ward councillor who lives in Saraipara in ward no. 12 under the Chattogram City Corporation area. Since the female service seekers were more comfortable discussing their problems with the female elected representatives, Sathi had to regularly handle cases related to the problems faced by the women in her ward such as domestic violence. At 10:30 pm, on the 6th of June, 2019, a pregnant woman who had been kicked out by her husband sought the help of Sathi at her home. She told Sathi that her husband had assaulted and driven her out of the house because of her mother-in-law's complaints. She also said that she was feeling suicidal and had decided to come to the councillor's house first before going to her father's house. After comforting her, Sathi had called the woman's parents to take her home until she resolved the issue. The next day, the accused husband and his mother were summoned and dealt with by the councillor to resolve the issue. In this case, Sathi sought the support of the pregnant woman's family members to swiftly resolve the issue without too much hassle. Sathi also pointed out that there were social issues associated with domestic violence that needed to be addressed which was not an easy task. However, Sathi felt that the female elected representatives or councillors were capable of handling domestic violence cases properly. In this regard, Sathi also said, “I always try my best to help others with the problems they face; it's my responsibility to do so for the people”.

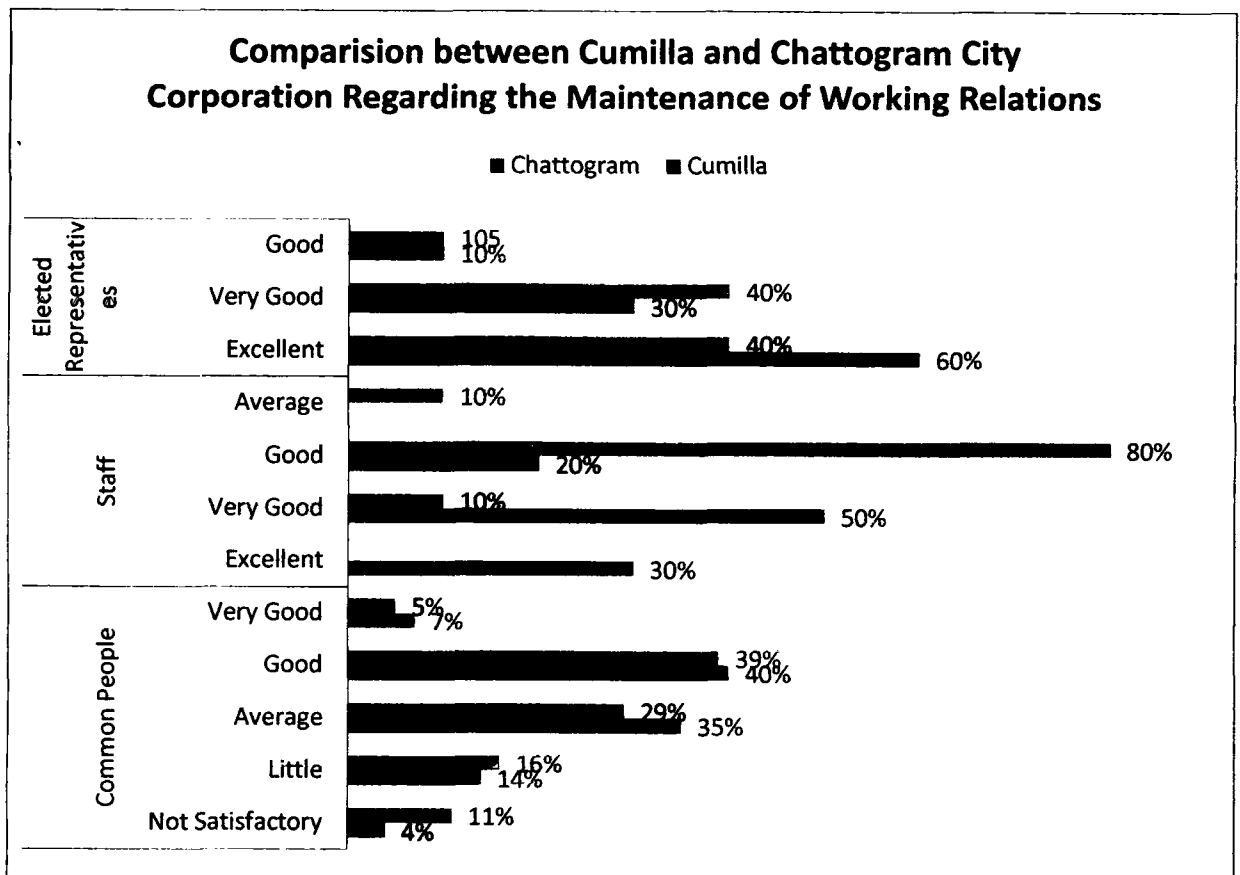


Figure 30: Comparison between the Cumilla and the Chattogram City Corporations regarding the maintenance of working relations

Source: Field Survey, 2019-2020.

Figure 30 shows the comparison between the Cumilla and the Chattogram City Corporations' surveyed citizens', staffs' and elected representatives' responses regarding the maintenance of working relationships. In this regard, 39% of the citizens surveyed expressed that the service recipients and the service providers of the Chattogram City Corporation maintained a good working relationship with each other. Good behaviour and trust are important indicators of the quality of the services provided. Only 16% of the respondents expressed that the service recipients and the service providers of the Chattogram City Corporation maintained a "low" level of working relationship because of the delays in the provision of service. On the other hand, the working relationships were reported to be "good" in the Cumilla City Corporation by 40% of the respondents. For example, the respondents said that whenever the people had applied for birth certificates, the officials were always quick to issue them.

Additionally, half of the surveyed staff (50%) from the Chattogram City Corporation believed that the service recipients and the service providers maintained a good working relationship with each other in their City Corporation. Similarly, from the Cumilla City Corporation, 80% of the surveyed staff expressed that the service recipients and service providers had maintained a good working relationship with each other. The respondents also said that the councillors had ensured that the service providers did not overcharge the citizens which helped to avoid any conflict at the workplace.

Furthermore, most of the surveyed representatives (60%) from the Chattogram City Corporation believed that the service recipients and service providers of their City Corporation had maintained a good working relationship with each other. They also said that in emergency cases, the services were provided urgently without any extra charges. Similarly, 40% of the surveyed representatives from the Cumilla City Corporation reported that the service recipients and the service providers maintained a “very good” level of working relationships. One of the women councillors said, **“I feel very happy when people come to me for help with their family problems. I always try to respond well and provide proper solutions”**.

6.3 Using FGDs to Verify Social Capital Indicators /Related Issues

In this research, FGDs were applied to verify social capital indicators in both City Corporations and gather collective data. These are given below:

FGD-3 Group Discussion (Cumilla City Corporation)

Another focus group discussion (FGD) was held in the Salauddin area, ward no.2 under the Cumilla City Corporation on the 2nd of December, 2019 at 10.A.M. In the discussion, businessmen, teachers, homemakers and senior citizens were present.

In the discussion the issues discussed were: **the awareness of the rules and procedures of receiving services, the level of the problems encountered while receiving services, the extent of consultation about the service delivery of the City Corporation, the extent of responsiveness by the City Corporation towards the demands and feedback from the service recipients. The level and extent of good behaviour by the service providers, and the**

level of the promise fulfilment by the elected representatives.

Regarding the awareness of the rules and procedures of receiving services, most of the FGD participants (homemakers and senior citizens) said that they were not fully aware of them. They explained that they were unaware of the rules and regulations of the City Corporation, the details of the ward meetings, when the services were available, and the exact cost of the services. The participants said that they were always turned away from the councillor's office whenever they had tried to visit because the councillor was always unavailable. Moreover, the discussants thought that the people were often exploited and overcharged because of their lack of knowledge about the amount of service charge. On the other hand, some of the participants (businessman and teacher) said they were well aware of the rules and procedure of receiving services because they had read the Citizen's Charter. They suggested the others to collect the Citizen's Charter to be aware of their rights and duties.

When the discussants were asked about the problems they had faced while receiving services, the senior citizens said they encountered various problems while receiving the services. For example, online services were not properly delivered because of server problems and delays. The businessmen pointed out that the rich got the best services while the front-line service providers were often unhelpful and patronising towards the poor service seekers.

When the participants were asked about the extent of responsiveness by the City Corporation towards the demands and feedback from the service recipients, Mr Manik Mia (senior citizens) said that it was not good. He said that in the recent past, he had witnessed the councillor poorly handling a dispute between two parties which had made the situation worse. On the other hand, the teachers said that the service providers had responded well to everyone. They thought that the service providers were friendly and helpful when the people had gone to them for service.

Most of the FGD participants said that the service providers usually were not well behaved towards the service recipients. The homemakers said that the service providers often misbehaved with the poor service seekers.

The participants talked about how the councillors ignored marriage invitations extended to them. The businessmen said that the ward councillor from ward no. 15 was not on reachable most of

the time. When people visited him at his office, the staff would always turn them away. However, some of the local elites and teachers said that the staffs' behaviour was good because they had entertained the people's requests humbly. They also said that some councillors were more people-centric than others. In the time of distributing relief-food, the needy who were not present usually got their right of food/blankets delivered straight to their homes. In this regard, the senior citizens also agreed.

In this discussion, most of the participants said that the level of promise fulfilment by the elected representatives of the City Corporations was low. The senior citizens claimed that before the election, the elected representatives had spent time sharing their manifestoes by going to the homes of most of the people. After being elected, they never visited the people again and said that they weren't obligated to help as they had bought the votes in exchange for money. As a result, the election manifesto wasn't fulfilled after the election. The local elites said that the elected representatives of the City Corporations had tried to fulfil their promises but their resources were limited while the people's demands were very high.

FGD-4 Group Discussion (Chattogram City Corporation)

An FGD was held in a participant's house at D.T Road, Madarbari, Ward no. 29 under the Chattogram City Corporation on the 18th of January, 2020 at 11:20 A.M which attended by businessmen, teachers, homemakers and senior citizens.

The issues discussed were: the level of timeliness, the level of the demand fulfilment from the services provided by the City Corporation, the level of the skills possessed by the service providers, and whether or not the service charges levied by the City Corporation were fair and cost-efficient the level and extent of good behaviour by the service providers, the level of the promise fulfilment by the elected representatives.

In the discussion, the moderators firstly inquired about the level of timeliness. Most of the FGD participants said that the level of timeliness of the services provided by the City Corporation was good. The businessman who was present said that the birth certificates were provided on time by the City Corporation. Additionally, the street lamps were maintained regularly. The teachers

claimed that the City Corporation had repaired the roads annually and that the City Corporation representatives were always quick to provide different services. The senior citizens said that when the infrastructure of the Chattogram City Corporation was first built, the roads and drains were elevated properly which was why the waste was cleaned properly on time. Some of the homemakers claimed that the level of timeliness was low because the City Corporation took a long time to clean the garbage on the streets.

Secondly, the moderators wanted to know about the level of the demand fulfilment of the participants from the services they had received from the City Corporation. The senior citizens said their demands were fulfilled by the delivery of the services of City Corporation. Mr Siraz Uddin said that the Telikona Mazarbari road was previously muddy until 6.6 feet wide and 114 feet long drain was built to solve the problem. Clearly, some good work has been done to fulfil the demands of the people. On the other hand, the teachers disagreed with the senior citizens because their demands were not fulfilled from the poor quality services they had received.

When the moderators asked about the level of the skills possessed by the service providers, most of the FGD participants (teacher, housewife and senior citizens) said that the service providers were very skilled. For example, birth registration certificates, national certificates, character certificates, marriage or divorce certificates, attestation papers, annual income certificates, monthly income certificates, death certificates, etc. were provided properly in by the City Corporation office both manually and online. Sometimes, errors had occurred while providing services to the people, for example, traffic lights had been installed when the street lights were damaged. A businessman said that the City Corporation lacked skilled manpower because the drainage wasn't cleaned up properly or regularly. The businessmen, teachers, homemakers and senior citizens all said that service charge for the services they had received was fair and cost-efficient.

The moderators asked the participants about the level and extent of good behaviour by the service providers of City Corporation. In this regard, most of the FGD participants said the service providers had shown good behaviour towards the service recipients. The local elites said that everyone who had gone to receive services was treated equally by the City Corporation and that the behaviour of the councillors was quite good and friendly. Additionally, the teachers

shared an experience about a person who had died at 2 am; when nobody had come forward to help, the people from the City Corporation stepped up. On the other hand, the senior citizens claimed that the rich service seekers got preferential treatment from the service providers while the poor were treated poorly. Regarding the level of promise fulfilment, most of the participants said that the elected representatives of the City Corporations had fulfilled their promises moderately. The local elites said that they were not satisfied with the level of promise fulfilment by the councillors.

6.4 Citizens Satisfaction

Local government organizations should always try to earn the citizens' trust and ensure good governance. The citizens' satisfaction is an important factor to measure the quality and performance of the services provided. It comprises the level of satisfaction from the service delivered and the level of adequacy of the service delivery. Moreover, the citizens' satisfaction is measured with one quality/standard indicator and another outcome/productivity indicator. Without the people's trust, it is difficult to define citizens' satisfaction. Moreover, if the quality and the performance of the services provided are not measured, then the citizens' satisfaction cannot be gauged to ensure good governance.

6.4.1 Quality

The citizens' trust and good governance bear significance for any public institution. People trust the City Corporation because they regularly receive services from there. The City Corporation has been established to provide services to the general public. It is the mayor's duty to address the people's problems by devising initiatives and development projects so that the people can have trust in the City Corporation to solve their problems effectively.

Table 43: The Level of Satisfaction from the Service Delivered (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	2	(1%)	0	(0%)	0	(0%)
Low	16	(10%)	2	(10%)	2	(10%)
Average	46	(29%)	6	(30%)	2	(10%)
Good	80	(50%)	10	(50%)	0	(0%)
Very Good	8	(5%)	2	(10%)	2	(10%)
Excellent	8	(5%)	0	(0%)	14	(70%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 43 shows the level of satisfaction from the services provided by the Cumilla City Corporation according to its citizens, staff and councillors who were surveyed. In this regard, 50% of the citizens surveyed reported that they were satisfied with the services they had received because the service providers were mindful of their responsibilities. Another 29% of the respondents expressed an “average” level of satisfaction from the services they had received. The respondents also said that the City Corporation tried to provide quality service despite the growing demands of the people. 5% of the respondents reported a “very good” level of satisfaction because the development works were completed properly by the City Corporation. On the other hand, only 1% of the respondents expressed that they were not satisfied with the service because of the distribution problems of the City Corporation.

In case study 8, the participants discussed how the City Corporation's poverty reduction efforts had some positive effects. The case study is discussed below:

Case-08: Reduced Poverty Suffering of Nasima Begum (Cumilla City Corporation)

Nasima Begum (pseudonym) is a 40-year-old homemaker, living in Bishnupur in ward no. 8 of the Cumilla City Corporation area. 23 years ago, she got married to her husband who was 25 at the time. There are seven members in her family including two sons, a daughter and her husband's parents. Her family currently has sustainable sources of income. Her elder son works at a local poultry farm while her husband drives a rented auto-rickshaw. Her only daughter studies at a school nearby. However, at one stage of her life, her family had struggled to meet the educational expenses of her daughter. In those circumstances, Nasima managed to get employed as a housekeeper to support her daughter's education. Unfortunately, Nasima's family's financial struggles persisted.

During that time, her husband had heard about the City Corporation's ongoing initiative to support poor women and convince her to visit ward councillor's office in their respective ward. After learning about her dire situation, the councillor had arranged a sewing machine for Nasima as a part of the City Corporations program. Nasima already knew how to sew but could not afford to buy a sewing machine. Prior to this, Nasima had struggled to ensure regular meals for her family and was forced to loan from her neighbours just to afford the basic necessities. However, after receiving the sewing machine, Nasima's situation drastically improved as she was able to become self-sufficient. She is now able to financially contribute to her family. In fact, Nasima plans to start a small business after she is able to secure some capital. In the meantime, her daughter became a candidate of secondary school certificate examination with the help of the Fatema Ali Foundation founded by the local ward councillor. Nasima had also arranged coaching facilities for her daughter. As a result, her daughter was able to pass her S.S.C examinations with good results and get admitted to the Government College of Cumilla. Currently, Nasima's daughter is happily married. Nasima herself is living a happy life with her family as a victorious soldier against poverty.

Additionally, 50% of the surveyed staff reported a "good" level of satisfaction from the services they had provided. Additionally, the respondents said that for any government to establish an efficient and effective service delivery process, the staff's satisfaction had to be ensured. Moreover, they also said that they were satisfied by the rapid road constructions and road-side

beautifications that had been carried out by the City Corporation. Another 30% of respondents reported an “average” level of satisfaction since various projects were implemented and proper services were provided by the new City Corporation. On the other hand, only 10% of the respondents reported “low” level of satisfaction from service provision because all the services were not provided properly due to a lack of financial support. Moreover, they thought that all of the demand was not met properly due to the lack of sufficient request processing capacity which needed to be updated and computerized. Despite some respondents reporting a low level of satisfaction, from the table above it is clear that most of the staff respondents were sufficiently satisfied with the services they had provided to the citizens of the Cumilla City Corporation.

Furthermore, 70% of the councillors surveyed reported that their satisfaction level was “excellent” because the services were provided at a low cost and the decisions were taken with sufficient consultation. When the people were in trouble, the representatives said that they had responded to them properly and in a coordinated way. On the other hand, only 10% of the respondents reported a “low” level satisfaction. The respondent said that the service was provided based on priority because of the limited resources of the City Corporation. That’s why all the people were not getting service on time. Finally, table 58 above shows that the surveyed people’s representatives from the Cumilla City Corporation were sufficiently satisfied with the services they had provided to the citizens.

Case study 9 described how a councillor plays a vital role to provide free services to the local underprivileged people. The case is present below:

Case-9: Md. Kabir Hossain Dreams to Provide Free Services to the Underprivileged People (Cumilla City Corporation)

Md. Kabir Hossain (pseudonym) is 57-year-old ward councillor who has been living at Bishnupur in ward no. 8 of the Cumilla City Corporation area. He has established the Fatema Ali Foundation to help the poor in many ways. His support has ranged from free book distributions to clothing donations. He also provides examination fees and free coaching opportunities to underprivileged children for their educational development. During the winter, he distributes blankets among the poor as well. Moreover, at the end of Ramadan, Mr Kabir

distributes *semai* and *polao* to celebrate Eid al-Fitr.

Priya and Riya are two sisters. They live at *Butter Pukur Par* in ward no. 8. They are both school students. Priya and Riya were two of the many unprivileged students who were provided with academic books and new uniforms from the Fatema Ali Foundation at the beginning of the year.

In 2018, Mr Kabir, with the help of four university students, had also introduced a coaching centre to provide free education to poor rural students to broaden their horizons. The coaching centre was named “Prottaborton”. Initially, there were only 85 students. Currently, the institution hosts 320 students with the hopes of further expansion in the future. Mr Kabir sought financial support from the government and urged them to take similar initiatives so that thousands of poor children could get access to good education in the future.

Table 44: The Level of Satisfaction from the Service Delivered (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	20	(12%)	0	(0%)	0	(0%)
Low	20	(13%)	0	(0%)	0	(0%)
Average	62	(39%)	0	(0%)	0	(0%)
Good	50	(31%)	4	(20%)	6	(30%)
Very Good	8	(5%)	10	(40%)	6	(30%)
Excellent	0	(0%)	6	(30%)	8	(40%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 44 shows the level of satisfaction from the services provided by the Chattogram City Corporation according to its citizens, staff and councillors who were surveyed. The effectiveness of the service delivery process depends upon the satisfaction of the rural community. Thus, to assess the level of good governance, measuring the satisfaction level is necessary. In this regard, most of the surveyed citizens (39%) reported that they were moderately satisfied with the services they had received. Another 31% of the respondents reported a “good” level of

satisfaction while another 5% of respondents reported a “very good” level of satisfaction. They said that the street lighting facilities were provided for every ward. On the other hand, only 12% of the respondents expressed that they were not satisfied with the service they had received because of the distribution problems of the City Corporation. Overall, despite a large number of respondents being unsatisfied with the services they had received, the majority of the surveyed citizens reported good or moderate levels of satisfaction.

In case study 10, participants indicate how City Corporation’s help carrying good consequences. The case study indicated below:

Case-10: Conflicts must be Resolved and Work Together (Chattogram City Corporation)

Md. Kamal Hossain (pseudonym) is a 53-year-old businessman who lives in Deewan Bazaar inside the Chattogram City Corporation area. He has a son and a daughter. When his daughter had gotten a scholarship to study abroad, she had faced problems associated with her birth certificate meeting the visa requirements of the foreign country’s embassy. Specifically, there was an error in her birth registration card as she had been born in a clinic. Fortunately, Mr Kamal was able to correct the error through Chattogram City Corporation and later collect the new birth registration card which allowed his daughter to study abroad. He said that without the City Corporation’s help, his daughter would not have been able to travel to a foreign country. Moreover, Mr Kamal was very satisfied with the quick response of the City Corporation to solve his daughter’s problem. Furthermore, he said that the City Corporation entertained urgent requests in the case of emergencies. However, he also thought that political conflicts, conflicts among the councillors, and other issues must be resolved to ensure quality service.

Additionally, 40% of the surveyed staff reported a “very good” level of satisfaction from the services they had provided and had received. They also said that the mayor tried to ensure a clean work environment. 30% of the respondents reported an “excellent” level of satisfaction because the services were provided according to the people’s demands. Another 20% of respondents reported a “good” level of satisfaction. They also said that the people trusted the City Corporation because the City Corporation did not delay in the delivery of services.

Furthermore, 40% of the surveyed elected representatives expressed that their satisfaction level with the service delivered was “excellent” because all services were provided by the Chattogram City Corporation on time. 30% of the respondents reported that their level of satisfaction was “very good”. The remaining 30% of respondents said that they had a “good” level of satisfaction. They also said that the development projects were carried out for the people’s welfare and that they tried their best to fulfil the citizens’ demands. Overall, from table 59 above it can be deduced that the satisfaction level of elected representatives was very high for the services they had provided to the citizens.

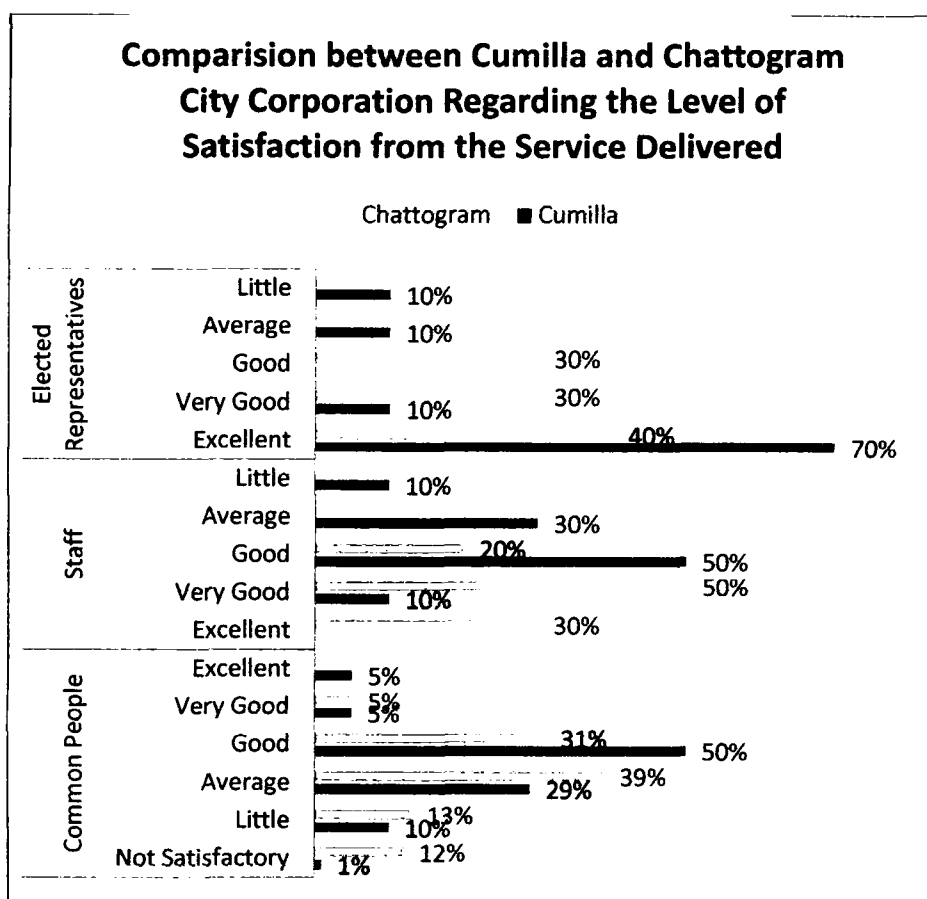


Figure 31: Comparison between the Cumilla and the Chattogram City Corporations regarding the level of satisfaction from the service delivered

Source: Field Survey, 2019-2020.

Figure 31 shows the comparison between the Cumilla and the Chattogram City Corporations’ citizens’, staffs’, elected representatives’ responses regarding the level of satisfaction from the service delivered by both City Corporations. From the Chattogram City Corporation, 39% of the

citizens surveyed expressed that they were moderately satisfied with the services they had received. They also said that the City Corporation provided the services according to the citizens' demands. On the other hand, from the Cumilla City Corporation, 50% of the respondents reported a "good" level of satisfaction because their City Corporation had maintained a good quality of service. For example, beautification, road construction, garbage disposal were carried out properly.

Additionally, from the Chattogram City Corporation, 50% of the surveyed staff reported that their satisfaction level was "very good". Bus stands, park management, road repair, footpaths, water supply, public security and housing services were provided properly by the City Corporation according to the respondents. Regarding the provision of various services like garbage removal, mosquito control, street light maintenance, road repair, bus stands, park management, and public safety, the staff of the Chattogram City Corporation reported a higher level of satisfaction compared to their Cumilla City Corporation counterparts. It should also be highlighted that the Chattogram City Corporation staff were heavily engaged with mosquito and drug control. On the other hand, from the Cumilla City Corporation, most of the respondents (50%) opined that their satisfaction level was "good" because each of the wards was performing waste management services efficiently. Finally, the chart above shows that the satisfaction level of the Chattogram City Corporation staff was higher than that of the Cumilla City Corporation staff.

Furthermore, 70% of the surveyed representatives from the Chattogram City Corporation reported that the service recipients and service providers maintained a good relationship with each other and that quality services were provided on time to the citizens. As a result, their satisfaction level was "excellent". On the other hand, from the Cumilla City Corporation, 40% of the surveyed representatives reported a "good" level of satisfaction because they had provided quality services and had maintained good working relationships with service receivers. Figure 31 above shows that the surveyed elected representatives from the Chattogram City Corporation reported a higher level of satisfaction from the service delivered than the surveyed elected representatives from the Cumilla City Corporation.

6.4.2 Outcome

The outcome is the result of an experiment. Additionally, the outcome depends on various indicators in the matter of service delivery like speed, accuracy, regularity, consistency, timeliness, efficiency, etc. Consequently, the level of adequacy can be determined by analysing the quality of the services delivered and the outcomes produced by the City Corporations.

Table 45: The Level of Adequacy of the Service Delivery (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Inadequate	12	(7%)	0	(0%)	2	(10%)
Very Low	6	(4%)	0	(0%)	0	(0%)
Low	50	(31%)	2	(1%)	0	(0%)
Moderately Adequate	80	(50%)	18	(90%)	4	(20%)
Highly Adequate	6	(4%)	0	(0%)	6	(30%)
Very Highly Adequate	6	(4%)	0	(0%)	8	(40%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 45 shows the level of adequacy of the service delivery process of the Cumilla City Corporation according to the citizens, staff, councillors who were surveyed. In this regard, 50% of the citizens surveyed reported that the level of adequacy was “moderately adequate”. The respondents said that a lot of infrastructural development projects were carried out by the City Corporation. Another 31% of respondents reported a “low” level of adequacy in response. They explained that the waste disposal process of the City Corporation was particularly inadequate. On the other hand, a very small percentage of the people surveyed reported a high level of adequacy. 6% of the citizens expressed that the service delivery procedure of the City Corporation was inadequate. For example, the roads were damaged soon after they were of constructed or repaired. Overall, it is clear that the adequacy level of the services delivered was not up to the mark in the Cumilla City Corporation.

Moreover, 90% of the staff surveyed reported that the existing procedure was “moderately adequate”. The respondents said that despite its many problems, the Cumilla City Corporation tried to maintain the adequacy of its service delivery procedure. Some of the respondents (10%) reported a ‘low’ level of adequacy because the proper delivery of service wasn’t ensured due to the lack of finance and manpower by the City Corporation.

Furthermore, 40% of the councillors surveyed reported a “very highly adequate” level of adequacy. They also said that beautification and tree plantation works were ongoing. Another 30% of respondents reported a “highly adequate” level of adequacy. However, the respondents did point out that the City Corporation had insufficient waste management vehicles for garbage disposal. 20% of the respondents reported a “moderately adequate” level of adequacy because there was sufficient development in the education sector.

Table 46: The Level of Adequacy of the Service Delivery (Responses of the Chattogram City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Inadequate	10	(6%)	0	(0%)	0	(0%)
Very Low	22	(14%)	0	(0%)	0	(0%)
Low	56	(35%)	0	(0%)	2	(10%)
Moderately Adequate	52	(33%)	8	(40%)	6	(30%)
Highly Adequate	18	(11%)	10	(50%)	6	(30%)
Very Highly Adequate	2	(1%)	2	(10%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 46 shows the level of adequacy of the service delivery process of the Chattogram City Corporation according to the citizens, staff, councillors who were surveyed. In the Chattogram City Corporation, 33% of the citizens surveyed reported that the existing procedures were “moderately adequate”. The outcomes of the City Corporation were not up to the respondents’ expectations. Another 35% of respondents reported “low” adequacy because of the corporation’s unplanned development work which had caused traffic jams. 14% of the respondents also

reported a “very low” level of adequacy due to the lack of cleaning by the City Corporation. On the other hand, 6% of the respondents expressed that the service delivery process of the City Corporation was “inadequate”. Overall, it can be deduced that the level of adequacy of service delivery by the Cumilla City Corporation was not satisfactory and should be improved. If the government wants to work skilfully, adequately, and productively, it should first invest in developing a skilled workforce and acquire modern technology.

Additionally, 50% of the staff surveyed reported that the existing procedures of the City Corporation were “highly adequate” because the City Corporation’s waste disposal procedure was maintained properly and because modern public toilets facilities had been established. 30% of the respondents reported a “moderately adequate” level of adequacy because the City Corporation tried to fulfil the people’s basic needs. 10% of the staff surveyed reported a “very highly adequate” service delivery process because the City Corporation’s services were provided both manually and online while following the Citizens’ Charter.

Moreover, it was found that 10% of the councillors surveyed had reported that the existing service delivery process had a “low” level of adequacy because the actual beneficiaries were not getting services properly. 30% of the surveyed representatives reported a “moderately adequate” level of adequacy. Another 30% of respondents reported a “highly adequate” adequacy level of service delivery. The councillors also said that some processing time must be tolerated by the citizens so that the services can be provided quickly. On the other hand, the remaining 30% of respondents expressed that the level of adequacy was “very highly adequate” because the service providers were always available to the service receivers. Finally, the majority of the responses from the elected representatives suggest that the Chattogram City Corporation had an adequate service delivery procedure.

Comparison between Cumilla and Chattogram City Corporation Regarding the Level of Adequacy of Service Delivery

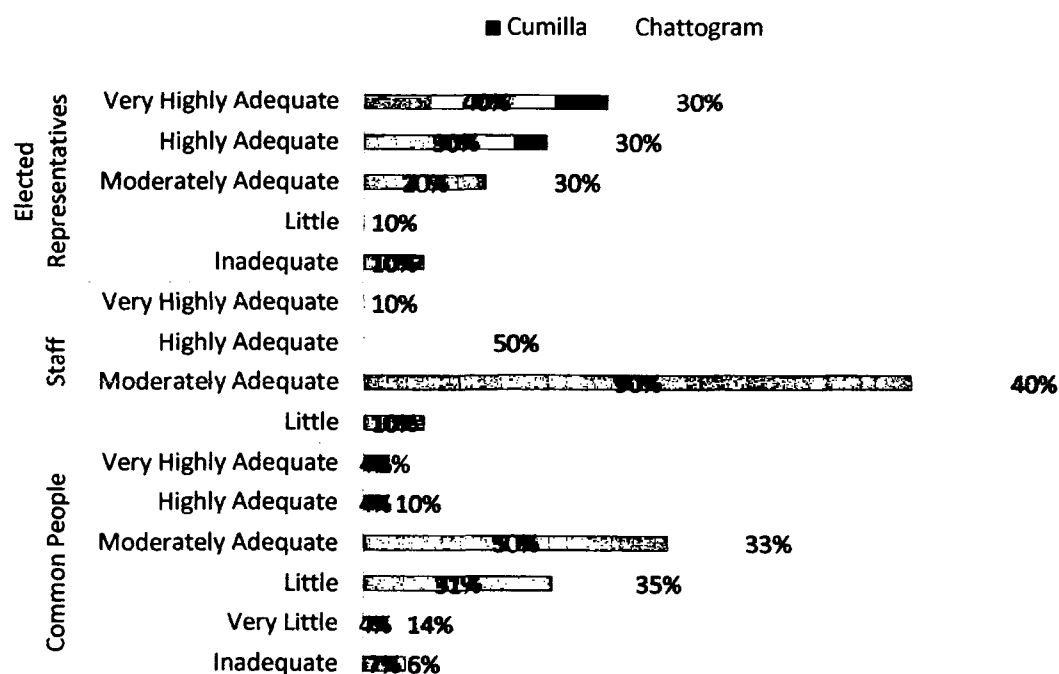


Figure 32: Comparison between the Cumilla and the Chattogram City Corporations regarding the level of adequacy of the delivery of the service

Source: Field Survey, 2019-2020.

Figure 32 shows the comparison between the Cumilla and the Chattogram City Corporations' citizens', staffs', councillors' responses regarding the level of adequacy of the service delivery process of both City Corporations. In this regard, 35% of the citizens surveyed from the Chattogram City Corporation reported a "low" level of adequacy of service delivery because the people's demands far exceeded the facilities that were provided to them by the City Corporation. However, some of the major facilities were provided continuously by the City Corporation according to the respondents. On the other hand, from the Cumilla City Corporation, 50% of the citizen respondents expressed that Cumilla City Corporation's quality of output was "moderately adequate" because the quality of the services was not ensured properly and because the services were limited.

Additionally, 50% of the staff surveyed from the Chattogram City Corporation reported that the service delivery process and the quality of output produced were "highly adequate". The

respondents said that to earn the people's trust, they had provided numerous services. On the other hand, from the Cumilla City Corporation, 90% of the respondents reported that Cumilla City Corporation's output quality and service delivery process were "moderately adequate". For a relatively new City Corporation, numerous development projects like drainage and road construction, water supply, allowances, etc. have already been completed according to the respondents who were surveyed.

Furthermore, 40% of surveyed elected representatives from the Cumilla City Corporation reported a "very highly adequate" level of adequacy. Similarly, from the Chattogram City Corporation, 30% of the respondents also opined that the adequacy of the service delivery process was "very highly adequate". The respondents also said that the elected representatives and the service providers were always responsive to the needs of the general public. On average, the Cumilla City Corporation's service delivery process was highly adequate.

6.5 Conclusion

Trust is essential for any government whether it is democratic or not. Atypically, even dictators who had attained power through coups d'état or other methods of unlawful capture of authority can progressively form trust among their citizens to gain popular support. In comparison, the leaders elected by free and fair elections might quickly lose the people's trust if they do not live up to their expectations. Trust in the government is a vital part of good governance which can be developed through comprehensive strategies which improve the citizens' wellbeing and security (Popovski, 2010). As a result, trust is both a requirement for and a consequence of good governance.

By analysing the selected indicators of social capital and citizens' satisfaction as trust indicators, a comparative scenario of local government institutions was found. Moreover, social capital measured inclusiveness using the indicators: inclusivity, reliability, responsiveness and courtesy. Here, the Chattogram City Corporation exhibited better inclusiveness than the Cumilla City Corporation did. It can also be deduced that the practice of inclusiveness through greater female participation can make service provision more effective. The citizens' satisfaction largely depended on organizational performance or on the outcomes of the institutions. Similarly, the effectiveness of service delivery also depended on the satisfaction of the city community. Here

the performance was measured by two indicators which were quality and outcome/productivity. It was also noticed that the Chattogram City Corporation had maintained its quality of service delivery and had produced good outcomes that were relatively better than those of the Cumilla City Corporation considering the level of the satisfaction from the delivery of service and the level of adequacy of the service delivery process.

Furthermore, the case studies and the focus group discussions in the study highlighted the crucial issues which had helped to explore the citizens' trust. The case studies comprised the experiences of councillors, citizens, ward secretaries, and women councillors from the Cumilla and the Chattogram City Corporations. In most cases, it was found that the people's trust in local government institutions depended on the benefits they had received from the intuitions, the steps taken by the institutions to reduce poverty and improve self-sufficiency, the extent of consultation by the institutions with the people, the trustworthiness on the City Corporation representatives, etc. Similarly, the citizens' trust in the service providers depended on their behaviour, their accessibility to the citizens, how they resolved disputes and conflicts, how cooperative they were with the citizens, their willingness to help the poor, their sense of responsibility, etc. By addressing these factors to improve the citizens' trust, the welfare of the citizens can be improved while bringing about further positive social changes which will ensure good governance in the local government institutions of Bangladesh. The next chapter presents the respondents' views regarding the connection between the citizens' trust and good governance in the Cumilla and the Chattogram City Corporations.

Chapter 7: The Relationship between the Citizens' Trust and Good Governance in Local Government Institutions (LGIs)

“Increasing the quality of governance will increase satisfaction and trust and, therefore, trust and satisfaction indicators can be used as proxies for good governance” (Bouckaert and de Walle, 2003: 330)

7.1 Introduction

The link between governance and progress becomes more obvious in development matters at the central and sub-national levels over the course of time (Maldonado, 2010). The performance of a particular institution depends on how its decisions are made and executed with respect to its governance. The reflection of governance in decision-making and execution can be visible through the four distinct components of governance: transparency, accountability of the rule of law, participation, and effective service delivery. Keeping this in mind, the performance of a local government institution is measured by the outcome of its governance where good governance plays an important role in performance improvement. In the context of the local governments of Bangladesh, a relatively positive relationship between governance and performance status is expected. However, it is not easy to predict any specific pattern of this relationship in an empirical sense. Moreover, the direction and magnitude of the relationship vary across institutions and locations. There is a lack of knowledge about this relationship between the governance and the performance of LGIs of Bangladesh based on empirical research. This study explores this relationship empirically and analyses it to provide a definite basis for policymaking (Barkat et al., 2015). However, trust is not limited to a particular segment of society. It comprises a mix of diverse knowledge, categories and philosophies which are subject to policy changes and to the larger social and political situation in every state. There is always a strong relationship between citizens' trust and good governance. This chapter is an initiative to focus on this issue. The chapter is divided into three parts. The first part deals with the overall performance assessment of the studied City Corporations. The second part deals with the correlation analysis of the study regarding the relationship between the citizen's trust and good governance. The last part focuses on the major obstacles to strengthening the trust of the service recipients.

7.2 Overall Performance Assessment

7.2.1 Trust of the Service Recipients

Table 47: Trust of the Service Recipients (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
None	2	(1%)	0	(0%)	0	(0%)
Low	8	(5%)	2	(10%)	0	(0%)
Average	58	(37%)	2	(10%)	0	(0%)
Good	74	(46%)	8	(40%)	2	(10%)
Very Good	16	(10%)	6	(30%)	2	(10%)
Excellent	2	(1%)	2	(10%)	16	(80%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 47 shows the level of trust of the service recipients from the Cumilla City Corporation according to the citizens, staff and elected representatives who were surveyed. In this regard, 47% of the surveyed citizens reported a “good” level of trust because the Cumilla City Corporation offered as a trustable helping hand with respect to the welfare organisations. The respondents said that the City Corporation was run by trusted elected representatives who provided different services to the citizens. Another 37% of respondents reported an “average” level of trust in response. According to them, in many cases, the people’s representatives had not carried out their responsibilities. The staff took money for faster services and usually couldn’t provide services regularly or efficiently. On the other hand, 1% of the citizen respondents said that they had no trust in the City Corporation because it could not fulfil the citizen’s demands and had no agency. Some of the citizens were really fed up with the councillor.

Additionally, 40% of the staff views reported a “good” level of trust from the service recipients because the staff provided many services and solutions to solve the citizens’ problems. 30% of the staff respondents reported a “very good” level of trust as the City Corporation provided many social and family services like birth registration and had carried out development projects for their citizens. Another 10% of staff reported an “average” level of trust because although many people who had received services had trusted the City Corporation, there were many others who

didn't trust the City Corporation to provide quality services or services on time. On the other hand, 10% of the respondents reported a "low" level of service recipient trust as the City Corporation could not fulfil the citizen's demands or take initiative to solve their problems.

Moreover, 80% of the elected representatives surveyed reported an excellent level of trust because they claimed that the City Corporation staffs were efficient, well behaved, honest and were actively engaged in social work. The representatives also said that they had implemented many development projects such as beautification, waste disposal, etc. Another 10% of surveyed councillors reported a "good" level of trust as the City Corporation was trustworthy and had fulfilled the people's demand which was why the service seekers kept coming back for more services.

Table 48: Trust of the Service Recipient (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
None	8	(5%)	0	(0%)	0	(0%)
Low	20	(12%)	0	(0%)	0	(0%)
Average	32	(20%)	2	(10%)	0	(0%)
Good	36	(23%)	0	(0%)	4	(20%)
Very Good	34	(21%)	10	(50%)	6	(30%)
Excellent	30	(19%)	8	(40%)	10	(50%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 48 shows the level of trust of the service recipients from the Chattogram City Corporation according to the citizens, staff and councillor surveyed. In this regard, 23% of the citizens surveyed reported a "good" level of trust because the City Corporation had provided many services to them. Good governance ensures transparency, accountability, and better quality of service. To ensure good governance in the City Corporation area, the citizen's trust must be established. 12% of the surveyed citizens reported a "very low" level of trust while another 5% indicated that they had no trust in Chattogram City Corporation because it was plagued by corruption and favouritism. Less than a quarter (21%) of the participants reported a "very good" level of trust. Another 19% of respondents reported an "excellent" level as well.

Additionally, 50% of the staff surveyed reported that the service recipients had a “very good” level of trust in the service providers as they had received a lot of different services from them. According to the staff, the service remained exceptional even there was a change in leadership as good service is an ongoing process. Another 40% of staff reported an “excellent” level of trust as they would not be able to have a good relationship with the citizens otherwise. They also said that if there was no trust then the general public would not come to the City Corporation to take services. On the other hand, 10% of the surveyed officials reported an “average” level of trust by the service recipient in the City Corporation because the Corporation could not fulfil the citizens’ demands properly and some citizens were really dissatisfied with the councillor. Moreover, the citizens had very little faith in the administration due to low development. However, this may be changing after the arrival of the current administrator. The officials surveyed also thought that it would be better if the CDA and City Corporations carried out infrastructural development activities jointly through cooperation.

Furthermore, 50% of the councillors surveyed reported an “excellent” level of trust from the service recipients. They reasoned that the citizens obeyed and respected the councillors as councillors had delivered on the promise they had made during the election and fulfilled the people’s demands. They also said that the citizens came to the mayor or councillor’s home (sometimes beyond office hours) to solve complex problems like as gender-based violence, rape case, land-related disputes, etc. Another 20% of the surveyed elected representatives reported a “good” level of trust as the City Corporation provided many different services to the citizens. Another 30% of respondents reported a “very good” level of trust as the City Corporation was established to solve citizen’s problems. For this reason, the service seekers could trust the City Corporation to solve their disputes, improve social welfare, control drug addiction, and take different initiatives to solve their problems.

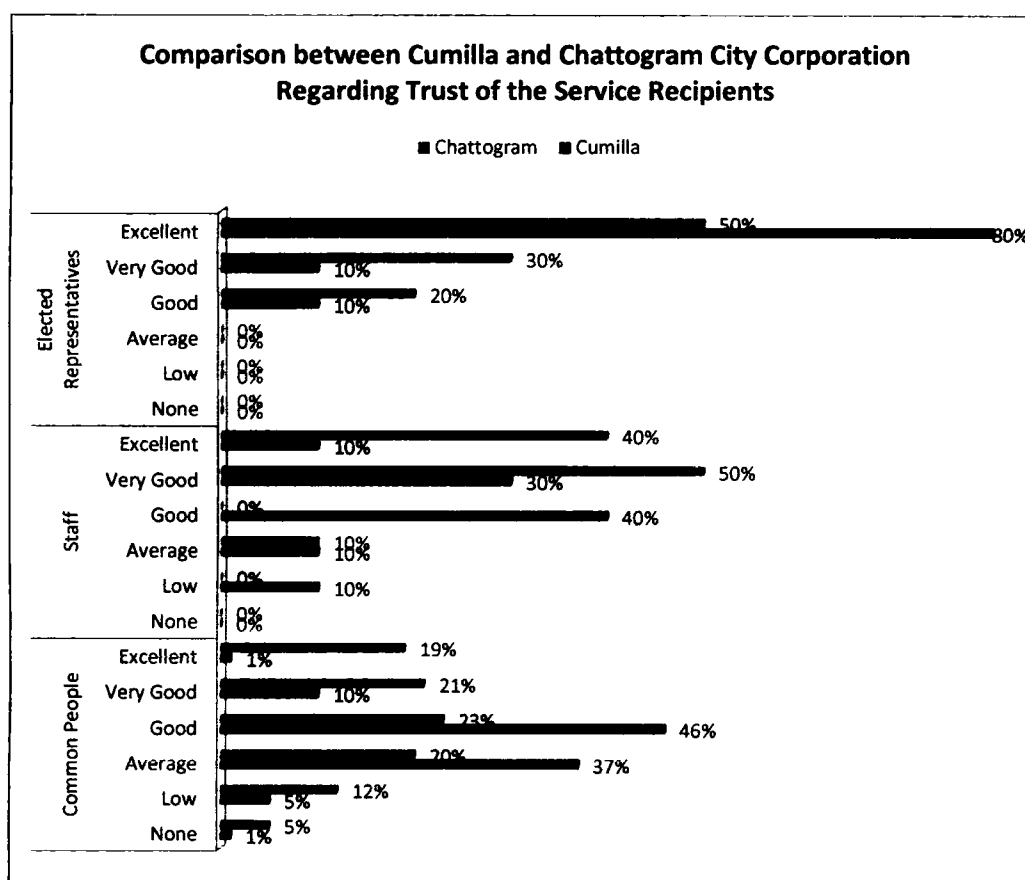


Figure 33: Comparison between the Cumilla and the Chattogram City Corporations regarding trust of the service recipients

Source: Field Survey, 2019-2020.

Figure-33 shows the comparison between the Cumilla and Chattogram City Corporations' citizens', staffs', and elected representative's responses regarding the level of trust of the service recipients. From the Chattogram City Corporation, 23% of the citizens surveyed reported a "good" trust level because the service providers were very cordial, maintained good relationships with the citizens and had tried their best to fulfil the people's demands. Additionally, the citizens said that they had a dynamic mayor who tried to implement his election manifesto. 21% of the citizen respondents opined that their level of trust was "very good" in the current mayor and in the councillors because many projects were being implemented to address the common problems of in the city. However, 12% of the respondents revealed that they did not trust the incumbent mayor and councillors. The citizens said that even though they were elected representatives, they were always busy with their own agendas. On the other hand, from the Cumilla City

Corporation, most of the citizen respondents (46%) reported a good level of trust because the City Corporation staff had provided good services. The respondents also said that the current elected members were people-oriented and were in touch with the people’s needs. However, due to the lack of sufficient manpower and adequate budget, the elected representatives couldn’t update the existing services or introduce new ones. Only 1% of citizen respondents reported that they had no trust in the City Corporation.

Additionally, 40% of the staff surveyed from the Chattogram City Corporation reported an “excellent” level of trust by the service seekers. The staff reasoned that the people had complete trust in the City Corporation as the staff had provided services according to the Citizen’s Charter, maintained impartiality of service delivery, provided fast services and allowed the service seekers to easily lodge complaints. 50% of the officials reported that service recipients’ trust level is “very good”. However, they acknowledged that they cannot maintain the people’s trust all the time due to some constraints of City Corporation like limited manpower, unskilled manpower and poor understanding of the rules of City Corporation by the people. On the other hand, 40% of officials reported that they had carried on their duties properly which was why the service recipients had a “good” level of trust in them. 10% of the surveyed officials reported that the citizens didn’t trust the City Corporation as it had delayed development projects and had not regularly cleaned the street garbage.

From the Chattogram City Corporation, 50% of the surveyed elected representatives reported an “excellent” level of trust because the service providers were cordial and helpful towards to service seekers when delivering services. Similarly, from the Cumilla City Corporation, 80% of the elected representatives surveyed reported an “excellent” level of trust by the service recipients as the City Corporation staffs were courteous and well-mannered towards them.

7.2.2 The Level of Importance of Trust to Build Good Governance

Table 49: The Level of Importance of Trust to Build Good Governance (Responses of the Cumilla City Corporation’s Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Important	2	(1%)	0	(0%)	0	(0%)

Not So Important	2	(1%)	0	(0%)	0	(0%)
Moderately Important	26	(16%)	0	(0%)	0	(0%)
Important	60	(38%)	2	(10%)	4	(20%)
Very Important	48	(30%)	6	(30%)	6	(30%)
Essential	22	(14%)	12	(60%)	10	(50%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 49 shows the level of importance of trust to build good governance according to the surveyed citizens, staff and elected representatives from the Cumilla City Corporation. In this regard, 38% of the citizens surveyed thought that trust was “important” to build good governance. To maintain morality, ethics and fulfil the people’s demands, good governance is very important with the citizens’ trust being at the centre of it. Another 30% of citizens responded that trust was “very important” for good governance, especially for the decentralisation of power. 14% of the citizen respondents reported that trust was “essential” for good governance so that the elected representative couldn’t be re-elected without ensuring good governance.

Additionally, 50% of the surveyed staff reported that trust was “very important” to ensure good governance because, without it, no organisation could properly achieve its goals. Another 40% of staff reported that trust was “important” in response while another 10% of surveyed staff reported that trust was “essential” to build good governance. They reasoned that every citizen wanted quality services and a sound governance system because no one liked anarchy and dissatisfaction. They also added that accountability can be ensured if people have confidence.

Moreover, 30% of the surveyed councillor/elected representatives said that trust was “very important” for good governance. The representatives said that the City Corporation was engaged with the coordination of multiple ongoing projects and initiatives which increased the workload of the staff and made it difficult to ensure trust. They also said that good governance was associated with providing quality services to the citizens. Another 20% of surveyed councillors responded that trust was “important” to ensure good governance as it indicated positive changes. 50% of the surveyed councillors reported that trust was “essential” for good governance as trust

reflected the actual condition of the organisation. They said that to earn the citizens' trust, the City Corporation provided good services because otherwise the councillors wouldn't be re-elected.

Table 50: The Level of Importance of Trust to Build Good Governance (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Important	10	(6%)	0	(0%)	0	(0%)
Not So Important	8	(5%)	0	(0%)	0	(0%)
Moderately Important	20	(13%)	0	(0%)	2	(10%)
Important	18	(11%)	2	(10%)	2	(10%)
Very Important	12	(8%)	6	(30%)	4	(20%)
Essential	128	(57%)	12	(60%)	12	(60%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 50 shows the level of importance of trust to build “good governance” according to the surveyed citizens, staff and elected representatives from the Chattogram City Corporation. In this regard, 57% of the citizens surveyed said that trust was “essential” for good governance because good governance cannot be achieved without trust. The citizens also said that their City Corporation tried to carry out its responsibilities properly to maintain the people's trust. Another 13% of the surveyed citizens responded that trust was “moderately important” while another 8% reported that trust was “essential” for good governance and performance of the City Corporation. Trust is a major component in a democratic society because it connects the institutions and the citizens within a framework to undertake development activities. On the other hand, only 6% of citizen respondents reported that trust was not as important as the freedom of expression and accountability for good governance.

Additionally, 36% of the surveyed staff responded that the trust was “essential” for good governance. If there is no trust, the government will not be able to serve its purpose resulting in a lack of good governance. For example, without trust, the people would rely on the City Corporation to receive services. With a greater level of trust, they seek services from the body.

They also said that without the people’s participation and feedback, good governance cannot be ensured. Another 30% of staff said that trust was “very important” for good governance. Good governance is ensured through the proper provision of services. As a result, the City Corporations staff were relentlessly working for the welfare of the citizens by ensuring quality service delivery.

Furthermore, 60% of the elected representatives who were surveyed said that trust was “essential” for good governance as the success of the elected representatives depended on the people’s satisfaction from the services they had received which built trust. They also thought that the people’s involvement and feedback on service delivery process was another good indicator to ensure good governance. The respondents reasoned that if the people’s participation was ensured, then the level of trust would increase as well. Another 20% of respondents reported that trust was “very important” for good governance as it fostered cooperation between the service provider and the service receiver.

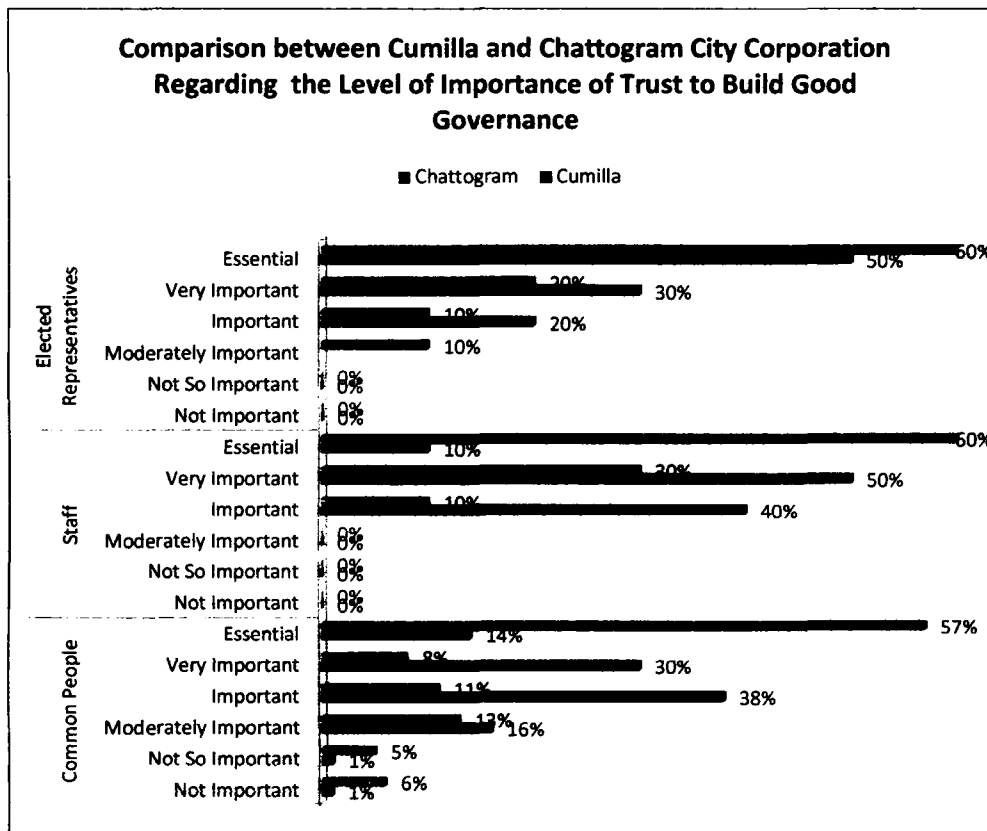


Figure 34: Comparison between the Cumilla and the Chattogram City Corporations regarding the importance of trust to build good governance

Source: Field Survey, 2019-2020.

Figure 34 shows the comparison between the Cumilla and the Chattogram City Corporations' citizens', staffs', elected representatives' responses regarding the importance of trust to build good governance. From the Chattogram City Corporation, 57% of the citizens surveyed responded that trust was "essential" for good governance. As a result, the service provider had maintained good relationships with the service receivers to build trust. On the other hand, from the Cumilla City Corporation, 38% of the citizens surveyed reported that trust was important for good governance because the service providers tried to improve their accountability to improve the citizens' trust in them. Additionally, from the Chattogram City Corporation, 60% of the surveyed staff reported that trust was "essential" for good governance. On the other hand, from the Cumilla City Corporation, 50% of the surveyed staff said that trust was "very important" as it played a vital role in social welfare and good governance which contributed to economic development.

Moreover, from the Cumilla City Corporation, 40% of the surveyed elected representatives reported that trust was "essential" for good governance and that it was a central component of any institution. Another 40% of representatives reported that trust was "very important" for good governance because it affected the overall performance of the organisation. On the other hand, from the Chattogram City Corporation, most of the councillors surveyed (60%) reported that the citizens' trust was "essential" for good governance in any government institution. So, figure 34 above shows that the level of importance of trust to build good governance was greater for the respondents from the Chattogram City Corporation than for the respondents from the Cumilla City Corporation.

7.2.3 Satisfaction with the Performance of the City Corporation

Table 51: Satisfaction with the Performance of the City Corporation (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
No comment	16	(10.0%)	20	(100%)	20	(100%)
Yes	112	(70.0%)	0	(0%)	0	(0%)
No	32	(20.0%)	0	(0%)	0	(0%)
Total	160	(100.0%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 51 shows whether or not the surveyed citizens, staff and elected representatives were satisfied with the performance of the Cumilla City Corporation. In this regard, 70% of the citizens said that they were moderately satisfied with the overall performance of their City Corporation. They said that despite its many limitations the City Corporation had continuously provided different services to the citizens. Moreover, the citizens said the City Corporation has contributed to all the aspects of city life like education, security and safety, employment creation, dispute resolution, environment beautification, infrastructural development, etc. 20% of the citizens responded that they weren't satisfied with the City Corporation's performance because they found it difficult to get proper service despite seeking many services from the City Corporation. 10% of the citizens surveyed refused to comment on the issue.

Interestingly, 100% of the staff surveyed indicated that they were satisfied with the overall performance of the Cumilla City Corporation by responding "Yes". They said that not only provided regular services to the citizens during office hours but also beyond whenever necessary. The staff said that although they had tried their best to be productive, a more efficient service delivery framework needs to be developed.

Similarly, 100% of the elected representatives indicated that they were highly satisfied with the overall performance of the City Corporation by responding "Yes". They also added that the wards had recently incorporated new facilities and IT technology into their service delivery process. Moreover, the representatives said that through proper management and coordination with other organisations, the City Corporation had solved various problems.

Table 52: Satisfaction with the Performance of the City Corporation (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
No comment	124	(77%)	20	(100%)	20	(100%)
Yes	30	(19%)	0	(0%)	0	(0%)
No	6	(4%)	0	(0%)	0	(0%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 52 shows whether or not the surveyed citizens, staff and elected representatives were satisfied with the performance of the Chattogram City Corporation. In this regard, 77% of the citizens surveyed opined “Yes” because they were satisfied with the performance of the City Corporation. On the other hand, 19% of them responded that they weren’t satisfied with the performance of the City Corporation because the service providers’ behaviour varied from person to person. The citizens said that the service providers were cordial and respectful towards the rich, educated and influential service seekers while being patronising and uncooperative towards the regular, poor or illiterate service seekers. 4% of the respondents declined from commenting on the issue. It was apparent that the elected representatives or service providers were more interested in helping the wealthy service providers than the poor ones.

Additionally, 100% of the staff said they were satisfied with the overall performance of the City Corporation. They reasoned that the people were satisfied with the service providers because the staff had correctly, effectively and efficiently provided services like the issuance of birth, death, marriage, land registration, annual income certificate, etc. Similarly, 100% of the councillors surveyed responded “Yes” because they were satisfied with the overall performance of Chattogram City Corporation. They also said that the City Corporation regularly tried to provide the best services, provided service both manually or online. Finally, they said that the regular service delivery of the City Corporation was always getting better so the overall performance of the City Corporation was remarkable.

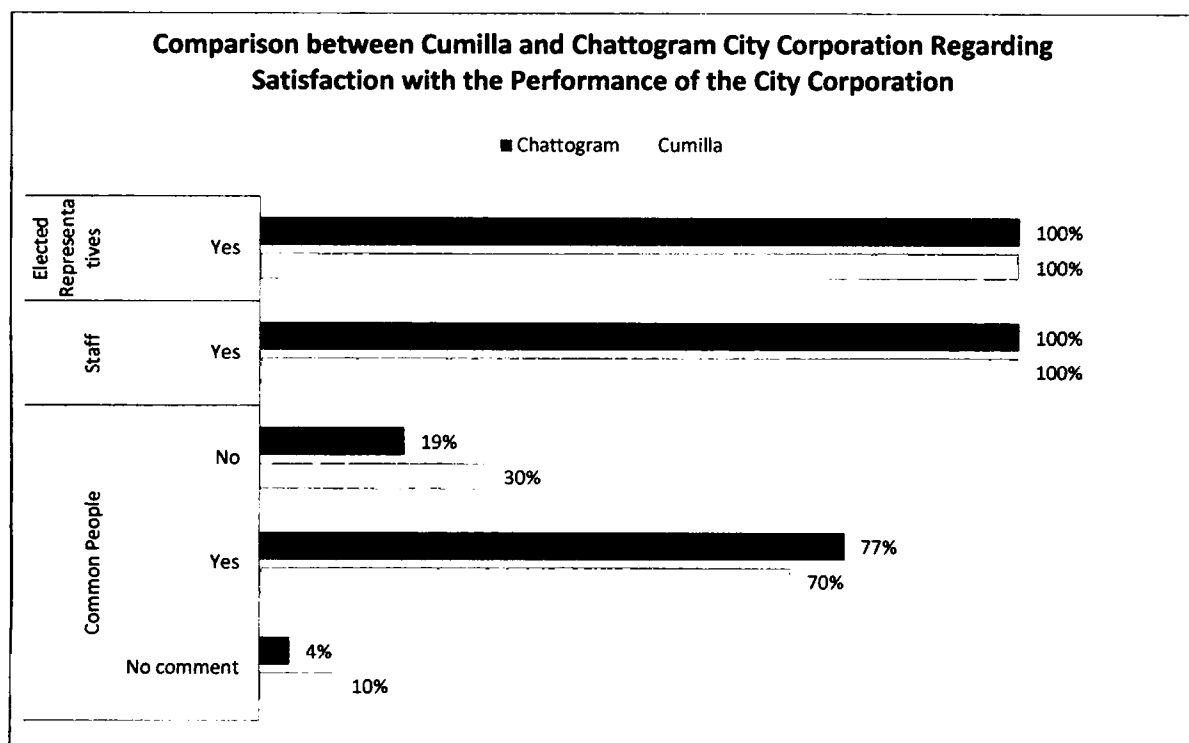


Figure 35: Comparison between the Cumilla and the Chattogram City Corporations regarding the satisfaction with the performance of the City Corporation

Source: Field Survey, 2019-2020.

Figure 35 presents the comparison between the Cumilla and Chattogram City Corporations' citizens', staffs', councillors' responses regarding the satisfaction with the performance of the City Corporations. From the Chattogram City Corporation, 77% of the surveyed citizens responded "Yes", as they found the overall performance of Chattogram City Corporation to be satisfactory. They said that the City Corporation had provided quality services to the citizens despite their limitations. Moreover, they said that health, education, drainage clean-up and other fundamental services were provided by the Chattogram City Corporation. Similarly, 70% of the citizens surveyed from the Cumilla City Corporation reported that they were satisfied with the overall performance of the City Corporation and responded "Yes". Thus we can conclude that the majority of the citizens surveyed from both City Corporations were satisfied with the overall performance of their respective City Corporations.

Additionally, 100% of the staff surveyed were satisfied by the performance of their City Corporation. They explained that the Chattogram Corporation had regularly undertaken projects

related to road expansion and beautification. All the staff surveyed from the Cumilla City Corporation responded that they were satisfied with their City Corporation's performance as well. They said that the Cumilla City Corporation had provided a wide range of services despite being a relatively new City Corporation.

From the Chattogram City Corporation, all the elected representatives surveyed responded "Yes" to indicate that they were satisfied with the overall performance of their City Corporation. They said that the Chattogram City Corporation provided many additional services to the citizens like social safety-net allowances that were provided to the disadvantaged people (widow, old and autistic people) every month. Additionally, the respondents said that their City Corporation had arranged self-sufficiency training for the citizens. Similarly, 100% of the councillors surveyed from the Cumilla City Corporation indicated that they were satisfied with the performance of their City Corporation by responding "Yes". Moreover, they said that the Cumilla City Corporation had a wide range of services like the issuance of character and birth certificates, street light provision and maintenance, internet connection, reconstruction activities, etc. Finally, councillors also said that the poor people in their area could buy food at affordable prices (rice, wheat, oil, pulses) because of the Cumilla City Corporation fund established to subsidise it.

7.2.4 The Level of Overall Satisfaction

Table 53: The Level of Overall Satisfaction (Responses of the Cumilla City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
None	48	(30%)	0	(0%)	0	(0%)
Low	4	(3%)	0	(0%)	0	(0%)
Average	30	(19%)	4	(20%)	0	(0%)
Good	60	(37%)	16	(80%)	2	(10%)
Very Good	12	(8%)	0	(0%)	12	(60%)
Excellent	6	(4%)	0	(0%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 53 shows the level of overall satisfaction of the surveyed citizens, staff and elected representatives with the Cumilla City Corporation's performance. In this regard, 37% of the

citizens surveyed opined that their overall satisfaction level was 'good'. They said that whenever they had sought services from the City Corporation, the authorities were always quick to respond. They also thought that the amount of service charge they had paid for the services provided was affordable. Another 19% of the respondents reported an "average" level of overall satisfaction as the City Corporation had some limitations. The citizens said that despite the City Corporation having the willingness and commitment to providing good services, it couldn't do so effectively due to its budget constraints and shortage of manpower. Another 8% of citizen respondents reported a "very good" level of overall satisfaction as the City Corporation had provided some door-to-door services. 4% of the citizens reported an "excellent" level of overall satisfaction while another 3% of respondents reported that their overall satisfaction level was "low". The latter group of respondents wished that the quality of service would improve. Finally, 30% of the citizens said that they were not satisfied with the City Corporation's performance because it had not properly carried out its responsibilities.

Additionally, 80% of the staff reported a "good" level of satisfaction with the City Corporation's performance because the staff had enjoyed helping the service seekers. More importantly, the staff said that their salaries and employee benefits were provided at a satisfactory level. Another 20% of staff respondents reported an "average" level of overall satisfaction because they said that they had provided services to the best of their abilities for the City Corporation.

Furthermore, 60% of the surveyed elected representatives reported a "very good" level of overall satisfaction with the performance of the Cumilla City Corporation because the City Corporation had provided services at a low price and had made consulted decisions. The representatives also said that the City Corporation had responded to every demand, feedback and complaint of the citizens. They also said that they had implemented their election manifestos which had fulfilled most of the needs of the citizens. Moreover, 30% of the respondents reported an "excellent" level of overall satisfaction. The councillors said that the Cumilla City Corporation was run by the people's representatives who were elected by the people through elections. As a result, the City Corporation took every problem faced by the citizens seriously. The remaining 10% of surveyed councillors reported a "good" level of satisfaction and said that the City Corporation had solved the people's problems very sincerely.

Table 54: The Level of Overall Satisfaction (Responses of the Chattogram City Corporation's Respondents)

Criteria	Respondents					
	Common People	Percentage %	Staff	Percentage %	Elected Representative	Percentage %
Not Satisfactory	36	(22%)	0	(0%)	0	(0%)
Low	0	(0%)	0	(0%)	0	(0%)
Average	42	(26%)	0	(0%)	0	(0%)
Good	62	(39%)	0	(0%)	6	(30%)
Very Good	20	(13%)	16	(80%)	8	(40%)
Excellent	0	(0%)	4	(20%)	6	(30%)
Total	160	(100%)	20	(100%)	20	(100%)

Source: Field Survey, 2019-2020.

Table 54 shows the level of overall satisfaction of the surveyed citizens, staff and councillors with the Chattogram City Corporation's performance. In this regard, 39% of the citizens surveyed reported a "good" level of satisfaction with the Chattogram City Corporation's performance because it had sufficient financial resources and manpower to provide services that the people needed. The citizens also said that even though the people's demands had increased due to modernisation, the facilities and capabilities of the City Corporation had also increased to fulfil those demands. 26% of the surveyed citizens reported an "average" level of satisfaction because they thought that to provide better services, the City Corporation needed to hire more employees. Another 13% of the respondents reported a "very good" level of satisfaction as the city's bridges and roads were repaired on time by the City Corporation. 22% of the citizen respondents responded that they were not satisfied with the performance of the City Corporation because the elected representative had not properly carried out their responsibilities regarding service delivery.

Additionally, 80% of the staff surveyed reported a "very good" level of satisfaction with the performance of the Chattogram City Corporation. The staff said that since they were a part of a service providing institution, they had always provided services while ensuring and maintaining the people's satisfaction and trust respectively. Another 20% of the surveyed staff reported an "excellent" level of satisfaction with the performance of their City Corporation. In fact, the staff said that they had worked overtime so that the Chattogram City Corporation could execute its

mission and vision. As a result, the City Corporation was able to provide services that exceeded the people’s expectations.

Furthermore, 40% of the elected representatives who were surveyed reported a “very good” level of satisfaction. They pointed out that the City Corporation’s services were provided at a low cost and that it had regularly distributed blankets among the poor in the winter. Moreover, 30% of the surveyed councillors reported an “excellent” level of satisfaction with the performance of the City Corporation. Additionally, during the data collection period, it was observed that the mayor of the Chattogram City Corporation had stayed in his office beyond working hours until midnight. Another 30% of the respondents opined that their overall satisfaction level was “good” regarding the City Corporation’s performance. These respondents also talked about how effective the women councillors were in resolving family disputes like divorce and domestic violence because the female service seekers were more comfortable sharing their problems with the women councillors.

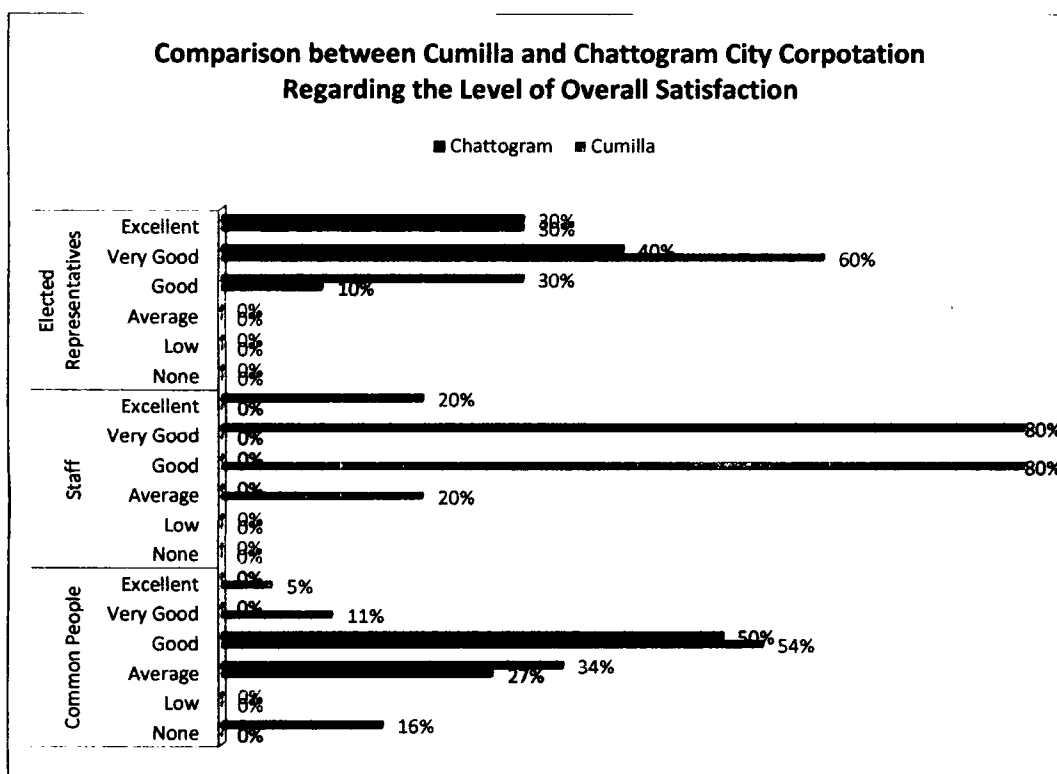


Figure 36: Comparison between the Cumilla and the Chattogram City Corporations regarding the level of overall satisfaction

Source: Field Survey, 2019-2020.

Figure 36 shows the comparison between the Cumilla and the Chattogram City Corporations' surveyed citizens', staffs' and elected representatives' responses regarding their level of overall satisfaction with the performance of their respective City Corporations. In this regard, 50% of the citizens surveyed reported a "good" level of overall satisfaction with the performance of Chattogram City Corporation. The respondents said that the service providers were very cordial and respectful towards them when they had provided services. 34% of the citizen respondents reported an "average" level of overall satisfaction with the performance of the City Corporation because the infrastructural development of the city by the City Corporation was progressing properly. From the Cumilla City Corporation, 54% of the surveyed citizens reported a "good" level of overall satisfaction regarding the City Corporation's performance as the City Corporation had delivered a lot of services directly to the people's doorsteps. 27% of the respondents reported an "average" level of overall satisfaction because the living standards of people in the City Corporation area were gradually developing.

80% of the staff surveyed from the Chattogram City Corporation reported a 'very good' level of satisfaction regarding the performance of their City Corporation despite its financial limitations. 20% of the staff surveyed reported an "excellent" level of satisfaction as the City Corporation had provided a wide range of services to its citizens. On the other hand, 80% of the surveyed staff from the Cumilla City Corporation reported a "good" level of satisfaction because their City Corporation had regularly carried out lighting, cleaning and development activities. The remaining 20% of the staff reported an "average" level of satisfaction because the Cumilla Corporation had provided education and healthcare services properly.

The elected representative's views regarding the overall satisfaction of the City Corporation's performance can be clearly understood from Figure 36 above. From the Cumilla City Corporation, the majority of the elected representatives surveyed (60%) reported a "very good" level of overall satisfaction. Similarly, from Chattogram City Corporation, 40% of the elected representative reported a "very good" level of satisfaction as well. From the figure, it can be deduced that the overall level of satisfaction of the respondents with the performance of their respective City Corporations is significantly high. It is also observed that the City Corporations' performance was gradually improving. The City Corporations sincerely tried to fulfil the demands of the people despite their manpower and financial limitations.

7.3 Using FGDs to Verify Citizens' Satisfaction and Overall Performance Assessment Indicators

In this research, FGDs were applied to verify citizens' satisfaction and overall performance assessment indicators in both City Corporations through collective discussions. These are given below:

FGD-5 Group Discussion (Cumilla City Corporation)

This focus group discussion (FGD) was held in Kandirpur, ward no. 8 under the Cumilla City Corporation on the 3rd of December, 2019 at 4 p.m. The discussion was attended by businessmen, teachers, homemakers, local elites and senior citizens.

In the discussion, the issues discussed were: the level of satisfaction from the services delivered, and the overall performance of the City Corporation.

In the discussion, the moderators wanted to know about the level of satisfaction of the discussants from the services they had received. In response, most participants commented that the level of satisfaction from the delivery of services was very low. The senior citizens said that waste management was not good. By using trucks, the whole city's waste was carried to Jagganathpur where the mismanagement of waste had created foul odours and pollution. The businessmen and homemakers also agreed with the senior citizens' comments. They said that the trash was cleaned either during the day or during the evening even though it should have been cleaned at midnight so that people wouldn't have any difficulties. One widow said that their satisfaction level was good because her local councillor Sadi was very people-oriented. She said that just like the previous years, this winter the people had also received blankets. The blankets were distributed to the neediest in the locality.

The moderators also wanted to know whether the overall performance of the City Corporation was satisfactory or not. In this regard, most of the FGD participants said that the overall performance of the city corporation was not satisfactory. A businessman accused the service providers of bribery. One housewife and senior citizen said that if people didn't give money, the service providers would not even touch their files or delay service provision. On the other hand, the local elites said that the overall performance of the City Corporation was satisfactory. For

example, the City Corporation staff are now more disciplined and careful providing services to the local citizens. The teachers said that facilities provided by the corporation are better than before and that many development projects are visible especially infrastructural development. They said that to provide better services to the people, more capital and overall coordination was necessary.

FGD-6 Group Discussion (Chattogram City Corporation)

At the Nandan Kanan area, lane no. 1, Sanmar Astoria, (2nd Floor) of Chattogram City Corporation, a focus group discussion (FGD) was held on the 20th of January, 2020 at 2 P.M. In the discussion businessman, teachers, homemakers, local elites and senior citizens were present.

The topics of discussion were: the level of satisfaction of the delivery of services, and the overall performance of the Chattogram City Corporation. Firstly, the moderators asked the participants whether the overall performance of the City Corporation was satisfactory or not. Most of the FGD participants said that the overall performance of the city corporation was satisfactory. The senior citizens praised the initiatives taken by the City Corporation because it was quick to take the necessary actions whenever any problems had arisen in the community. Mr Akbor Ali said, 'Once upon a time, there used to be frequent power outages in the area but thanks to the work done by the councillors the power outages have become brief and rare'. He also said that 382 blankets were distributed to the poor during the winter by the City Corporation and that the councillors had spent their own money to provide blankets to those who had been left out. The businessmen also said that the community was free of drug addiction. Earlier, the Barisal colony had suffered from drug addiction until the administration and councillors took the necessary steps to combat the problem like building mosques. Additionally, the renewal of warish certificates was introduced. The businessmen also said that the people could write special notes to the City Corporation to seek help for their problems. The teachers said that simple birth registrations cost 50 BDT even though it should have been provided for free by the City Corporation. They also talked about how the ward councillor had done some beautification work on his house by collecting money in his honour. The City Corporation had also planted trees beside the roads. Since the services were provided effectively, the feedback by the people was positive too. Furthermore, the teachers said that the people paid taxes irregularly although they

did pay zakat which were collected as tax. Currently, there are nine million taxpayers in the City Corporation. The homemakers said that garbage around the locality had created sufferings for the people. They thought that if the City Corporation could hire more skilled workers and become more coordinated then they could easily provide good services to the people like regularly cleaning the dirty drains.

7.4 Correlation Analysis of the Study

Table 55: Correlation between Quality Service Delivery and Good Governance Outcome (Regulatory Quality) in the City Corporation

(Chattogram and Cumilla City Corporation)

Factors of Quality Service Delivery	Good Governance Outcome (Regulatory Quality) in the City Corporation
Timeliness of service	.047
Demand fulfilment	.171*
Regularity maintenance	.125
Skills and efficiency of the service providers	.290**
Delay of service provision	-.103
Service charges for the services provided	-.017
Adequacy of the rules and procedures	.041
Awareness of the rules and procedures	-.004
Problems encountered	-.240**

** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Explanation

A correlation coefficient value of +1 indicates that the two variables are perfectly correlated in a positive [linear] manner while a value close to +1 indicates a positive relationship between the two variables. Similarly, a correlation coefficient value of -1 indicates that the two variables are perfectly correlated in a negative [linear] manner while a correlation coefficient value close to -1 indicates a negative relationship between the two variables. Moreover, a correlation coefficient value of zero indicates that there is no linear relationship between the two variables being studied (Gogtay and Thatte, 2017). The correlation matrix above shows that the timeliness of service delivery, demand fulfilment of citizens, regularity maintenance of service delivery, skills and

efficiency of service providers, and the adequacy of the rules and procedures were positively correlated with “regulatory quality” which is a selected outcome of good governance. The correlation coefficient values of these variables are close to +1. On the other hand, the delay of service provision, service charges for the services provided, awareness of existing rules and procedures and problems encountered while receiving services were negatively correlated with “regulatory quality” which is a selected outcome of good governance. The correlation coefficient values of these variables are close to -1. The strong positive correlation between the skill and efficiency of the service providers and regulatory quality indicates that the more skills and efficiency the service providers possessed, the better the regulatory quality of the City Corporation would be. This suggests that the skilful service providers who provide proper services to the citizens significantly contribute to the good governance of the City Corporation. Similarly, there is a strong relationship between the demand fulfilment of citizens and good governance. When City Corporation fulfils the demands of citizens, the people’ trust and participation in the service delivery process also increases. Regularity maintenance and timeliness of service also play a significant role in the good governance of the City Corporation.

Table 56: Correlation between Social Capital and Good Governance Outcome (Voice and Accountability) in the City Corporation

(Both Chattogram and Cumilla City Corporation)

Factors of Social Capital	Indicators	Good Governance Outcome (Voice and Accountability) in City Corporation
Inclusiveness	The extent of consultation about the service delivery	.254**
	Women’s involvement in the discussion process	.166*
Responsiveness	The extent of responsiveness	.141
Reliability	The extent of reliability	.128
Courtesy	Behaviour of the service providers	.394**
	The level of promise fulfilment by elected representatives	-.102
	Maintenance of working relationships	.309**

** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Explanation

The above correlation matrix showed that the extent of consultation about the service delivery, women's involvement in the discussion process, the extent of reliability, the extent of responsiveness, behaviour of the service providers, and the maintenance of working relationships were positively correlated with "Voice and Accountability" which is a selected outcome of good governance. The strong positive correlation between voice and accountability and the behaviour of the service providers indicates that better the behaviour of the service providers towards the service providers, the higher the level of voice and accountability will be. The correlation coefficient values of these variables are close to +1. This also suggests that the good behaviour of public officials towards the citizens increases the people's involvement in the service delivery process of the City Corporation. Good behaviour from the service providers also increases people's trust and satisfaction which helps to establish good governance. The maintenance of working relationships is also positively correlated with good governance. This suggests that the good working relationships maintained between the service provider and receiver significantly contributed to the good governance of the City Corporation. The positive correlation between women's involvement in the discussion process and voice and accountability suggests that improvements in women empowerment, employment and participation plays a significant role in the good governance of the City Corporation. On the other hand, the level of promise fulfilment by elected representatives was negatively correlated with "Voice and Accountability". The correlation coefficient values of these variables are close to -1. This suggests that if the elected representatives tried to fulfil their promises to the people without maintaining the proper rules and procedures, it may negatively affect the good governance of the City Corporation.

Table 57: Correlation between Citizen Satisfaction and Good governance Outcome (Government Effectiveness) in the City Corporation

(Both Chattogram and Cumilla City Corporation)

Factors of Citizen Satisfaction	Good Governance Outcome (Government Effectiveness) in City Corporation
Satisfaction from the service delivered	.188**
Adequacy of service delivery	.155*

** . Correlation is significant at the 0.01 level (2-tailed). * . Correlation is significant at the 0.05 level (2-tailed).

Explanation

The matrix above shows that both the satisfaction from the service delivered and adequacy of service delivery were positively correlated with “Government Effectiveness” which is a selected outcome of good governance. The correlation coefficient values of these variables are close to -1. Good governance depends on the satisfaction of the citizens from the services delivered by the City Corporation. If people are satisfied from the services delivered by the City Corporation then they will be more interested and involved in the service delivery process of City Corporation which will improve the speed and quality of service delivery thus ensuring good governance. Additionally, the positive correlation between the adequacy of service delivery and “Government Effectiveness” suggests that the higher level of adequacy of service delivery is, the better the good governance will be in the City Corporation.

7.5 Comparative Correlation Analysis of the Study

Table 58: Comparative Correlation between Quality Service Delivery and Good Governance Outcome (Regulatory Quality) in the City Corporations

Factors of Quality Service	Good Governance Outcomes (Regulatory Quality) in the City Corporations	
	Chattogram	Cumilla
Timeliness of service	.037	.145
Demand fulfilment	.118	.267**
Regularity maintenance	.094	.235
Skills and efficiency of the service providers	.215*	.375**
Delay of service provision	-.114	-.180
Service charges for the services provided	.000	-.196
Adequacy of the rules and procedures	-.045	.071
Awareness of the rules and procedures	.008	.118
Problems encountered	-.247*	-.198

** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Explanation

From the correlation matrix above, it can be deduced that in the Chattogram City Corporation, the timeliness of service delivery, demand fulfilment of citizens, regulatory maintenance, skills and efficiency of the service providers, and the awareness of rules and procedures are positively correlated with “regulatory quality” which is a selected outcome of good governance. Similarly, in the Cumilla City Corporation, the timeliness of service delivery, demand fulfilment of citizens, regularity maintenance, skills and efficiency of service providers, and the awareness of the rules and regulations are positively correlated with the “regulatory quality”. The correlation coefficient values of these variables are close to plus 1. On the other hand, delay of service provision and problems encountered while receiving services are negatively correlated with “regulatory quality” in both the Cumilla and the Chattogram City Corporations. The correlation coefficient values of these variables are close to -1. There is no relationship between the amount of service charge and regulatory quality in the Chattogram City Corporation as the value is .000. On the other hand, the amount of service charge for the services provided is negatively correlated with regulatory quality in Cumilla City Corporation. Similarly, the adequacy of the rules and procedures is negatively correlated with regulatory quality in the Chattogram City Corporation. Oppositely, in the Cumilla City Corporation, the adequacy of the rules and procedures was positively correlated with regulatory quality.

Table 59: Comparative Correlation between Social capital and Good governance Outcome (Voice and Accountability) in City Corporations

Variables of Social Capital	Good governance Outcome (Voice and Accountability) in City Corporation		
	Indicators	Chattogram	Cumilla
Inclusiveness	The extent of consultation about the service delivery	.121	.376**
	Women’s involvement in the discussion process	.024	.267**
Responsiveness	The extent of responsiveness	.099	.269**
Reliability	The extent of reliability	.054	.270**
Courtesy	Behaviour of the service providers	.488**	.277**
	The level of promise fulfilment by elected representatives	-.154	-.114
	Maintenance of working relationships	.246*	.455**

** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Explanation

From the correlation matrix above, it is observed that in both city corporations the extent of consultation about the service delivery, women’s involvement in the discussion process, the extent of responsiveness, the extent of reliability, behaviour of the service providers, and the maintenance of working relationships are positively correlated with “Voice and Accountability” which is a selected outcome of good governance. On the other hand, the level of promise fulfilment by elected representatives is negatively correlated with “Voice and Accountability” in both city corporations.

Table 60: Comparative Correlation between Citizen Satisfaction and Good governance Outcome (Government Effectiveness) in City Corporation

Indicators of Citizen Satisfaction	Good governance Outcome (Government Effectiveness) in City Corporation	
	Chattogram	Cumilla
Satisfaction from the service delivered	.157	.333**
Adequacy of service delivery	.018	.399**

** - Correlation is significant at the 0.01 level (2-tailed). * - Correlation is significant at the 0.05 level (2-tailed).

Interpretation

From the correlation table above, it is noticed that the satisfaction from the service delivered and the adequacy of service delivery are positively correlated with “Government Effectiveness” in both City Corporations which is a selected outcome of good governance. It means that the better the satisfaction is from the service delivered, the better the level of good governance in the City Corporation will be. Similarly, better adequacy in the service delivery process can improve the good governance situation in the City Corporation as well.

Table 61: Reliability Test of the Thesis

Cronbach's Alpha	N of Items
.815	23

Explanation

The high-reliability value of a study is within the range between 0.70 and 0.90 (Hinton et al, 2004). However, in this thesis paper, Cronbach's alpha is 0.815. So, it is a highly acceptable thesis paper.

7.6 The Major Obstacles to Earning the Trust of the Service Recipients

7.6.1 Ordinary Citizens of the Cumilla City Corporation

- (a) Lack of morality and promise;
- (b) Overlooking the road and construction-related problems and political corruption;
- (c) The poor mentality of the staff;
- (d) Excessive corruption;
- (e) Bureaucratic complexity and red-tapism;
- (f) Dishonest individuals at every layer of the administration;
- (g) Lack of accountability;
- (h) Payment of additional charges for service;
- (i) Lack of sincerity of the administration;
- (j) Limited online services and acute server problems;
- (k) Negligence of duty;
- (l) Limited service delivery capacity relative to high population growth;
- (m) The incapability of the government to manage the newly formed City Corporations;
- (n) Insufficient importance to the people's opinions;
- (o) Lack of consultation in the matter of service delivery;
- (p) Dirty water, poor management of roads and drainage system;
- (q) Excessive rules and regulations.

7.6.2 Staff/Officials of the Cumilla City Corporation

- (a) Corruption and irresponsibility of the elected representatives and the irresponsibility of officials;
- (b) Lack of manpower;
- (c) Lack of coordination between the people's representatives and the staff;

- (d) Lack of sufficient budget;
- (e) ICT problems;
- (f) Lack of sufficient tax collection opportunities.

7.6.3 Elected Representatives of the Cumilla City Corporation

- (a) Political ideology-related conflicts;
- (b) Nepotism and the lack of commitment;
- (c) Lack of sufficient facilities under the local government ministries;
- (d) Lack of sufficient funds;
- (e) Lack of opportunities to exercise autonomy;
- (f) Centralisation of power;
- (g) Lack of cooperation and coordination;
- (h) Councillors from different or opposing political parties getting treated differently;
- (i) Corruption at every stage of project execution;
- (j) Poor supply of electricity;
- (k) Non-cooperation of the citizen.

7.6.4 Ordinary Citizens of the Chattogram City Corporation

- (a) Lack of commitment from the councillors;
- (b) Corruption in service delivery like denying or delaying services without bribes;
- (c) Central budget is not distributed properly;
- (d) Excessive political influence and interference;
- (e) Lack of responsibility from the service providers;
- (f) Lack of willingness to maintain rules, procedures and regulations;
- (g) Harassment by the employees and the lack of good governance;
- (h) Political instability;
- (i) Arrogant and patronising behaviour towards the citizens from both the elected representatives and the staff;
- (j) Lack of proper monitoring of the staffs' activities;
- (k) Acceptance of bribes by the service providers;
- (l) Demanding unnecessary documents to provide services;

- (m) Staff are demotivated and make excuses to avoid work;
- (n) The gap between expectations and reality;
- (o) Delay in the delivery of service;
- (p) Lack of accountability of the staff due to their job security;
- (q) Elected representatives do not fulfil their promises;
- (r) Citizens are not evaluated properly.

7.6.5 Staff/Officials of the Chattogram City Corporation

- (a) Lack of monetary support;
- (b) People's demands far exceed the available budget;
- (c) Citizens' intolerance in the matter of receiving services;
- (d) Lack of awareness of the citizens regarding the rules and regulations;
- (e) Centralisation of power;
- (f) Manpower problems;
- (g) Local people hamper the acquisition of land;
- (h) Legal problems (coordination);
- (i) The permanent staff of the City Corporation are involved in corruption and irregularities;
- (j) Lack of career mobility and motivation for the officials.

7.6.6 Elected Representatives of Chattogram City Corporation

- (a) Lack of manpower to support the wide range of services provided;
- (b) Lack of sufficient funds and budgetary allocations;
- (c) Lack of awareness from the citizens regarding the rules and regulations;
- (d) Outdated organisational structure;
- (e) Irresponsible tax provision by the citizens;
- (f) Obsolete machinery to provide services with;
- (g) Lack of motivation from the upper levels of the government;
- (h) Lack of coordination among different institutions providing services in the City Corporation area and a lack of cooperation in the matter of project management;
- (i) Lack of sincerity of the personnel as well as citizens in the matter of city development.

7.7 Conclusion

Comprehensive trust is a significant aspect of democracy. It is strictly connected to the citizens' perception of the effectiveness and demand fulfilment of operational democracy. Institutions are the key to upholding democracy. However, if the institutions do not mollify the community's interests then the country's democracy gets a characteristic limitation. Therefore, a problem arises whenever the organisations that are entrusted to uphold democracy of the citizens fail to satisfy them (Shastri et al.; 2017). Usually, the citizens keep an eye on their government to draw their conclusions about the government's performance (Cooper et al., 2008). The citizens' trust in the government is a complex mixture of philosophies, involvements, categories and images, including but not limited to the definite features of government organisations and its workings. A relative method across states and over time is a comprehensive technique to analyse trust and its connection to governance (Blind, 2007). Neither have we established how much trust the government needs to function nor do we completely understand how difficult good governance is with trust in the government. However, the policy inference of this thought is that trust-building opportunities may lead to good governance. Such trust-building opportunities do not happen automatically and should not be limited to a single sphere. They comprise the fulfilment of reliable promises, impartiality, and mutuality (Levi, 1996). This is how good governance becomes the essential consequence of the trust philosophy.

The chapter gave us a broad analysis regarding the relationship between the citizens' trust and good governance in the context of local government institutions. This chapter also highlighted the overall performance assessment of the City Corporations. In this regard, some important factors like the trust of the service recipients, the level of importance of trust for building good governance and the satisfaction with the performance of the City Corporations were presented and analysed. In the Cumilla City Corporation, some factors like the low fulfilment of commitment, bribery, lack of efficiency, lack of sufficient manpower, lack of proper working environment, the lack of adequate budget, etc. were the main barriers to building the citizen's trust and good governance. In the Chattogram City Corporation, some major issues identified like nepotism, lack of sufficient manpower and budget, poor awareness of the people, etc. were the main barriers to building trust in City Corporation. Trust is essential for good governance. Additionally, trust is necessary for power decentralisation, ensuring people's participation and

providing good services. Finally, it is observed that the performance of the City Corporations was changing rapidly on the basis of service delivery which affected the citizens' satisfaction. If the quality of the services is good, it will increase the performance of the City Corporation and consequently improve the citizens' satisfaction. The next chapter discusses the findings, recommendations and concluding observations of the study.

Chapter 8

Summary of Findings, Recommendations and Conclusion

“The twin challenges of urbanization and globalization present an unmistakable opportunity for city governments to fundamentally rethink how they function and how they intend to develop their localities.” (Pieterse, 2000:1)

8.1 Introduction

The study aimed to explore the citizens' trust in the local government institutions of Bangladesh. The experimental data reveal that the people had a high level of trust in the City Corporations. Ensuring quality service delivery at an urban level is important for the citizens' trust in local government institutions, as well as for good governance. Assessing the quality of service delivery by the local government comprises various issues related to the citizens' trust in the context of Bangladesh. Quality means excellence. It refers to an institution's ability to meet or exceed the clients' expectations. Therefore, “quality service delivery” is measured using the indicators: speed, accuracy, regularity, consistency, timeliness and efficiency. Another area of concern in the study is “social capital”, which is a trust capital. Trust produces the circumstances for positive interactions among entities and is improved by continuous positive interactions. Contrariwise, the absence of trust seriously raises transactional expenses as entities are compelled to offer resources to get information and keep their material possessions. Here, social capital is measured by inclusiveness, reliability, responsiveness and courtesy maintenance. Lastly, “citizen's satisfaction” is considered as another trust indicator. Additionally, the service seeker's satisfaction is assessed by measuring the quality and performance of the services provided. In this regard, the customers become dissatisfied whenever the quality of services provided fail to live up to the expectations. From the organisation's perspective, the clients may be dissatisfied if the organisation fails to fulfil their demands with the service it provides. Here, the citizens' satisfaction is measured by quality/standard and outcome/productivity. The entire chapter is divided into several parts. The chapter comprises the summary of the findings from the study, recommendations from respondent's view, operational prescriptions, overview of theoretical understanding and methodological choices, theoretical relevance of the study, methodological relevance of the study, implications for future research and the final impressions of the study respectively.

8.2 Summary of the Findings of the Study

To assess the good governance situation in the local government bodies and measure the trust level of the general public, it was necessary to employ some relevant criteria. In particular, the study employed three criteria: “quality level of service delivery”, “social capital situation” and the “satisfaction” level of the general public of the services they had received. Moreover, the three criteria were applied to the Cumilla and the Chattogram City Corporations. Through the analysis, the levels of citizens’ trust and good governance in the Cumilla and Chattogram City Corporation were evaluated. Some focus group discussions and case studies were also carried out in the present study to gain insights into the current situation of the two local government institutions.

8.2.1 Quality Service Delivery

To assess the quality of services provided in the Cumilla and the Chattogram City Corporations, some relevant indicators were used. The indicators were timeliness of service, demand fulfilment, regularity maintenance, skills and efficiency of the service providers, delay of service provision and the encounter of problems while providing/receiving services. The maintenance of procedure while providing services was another indicator which comprised the awareness of rules and procedures and the adequacy of rules and procedures.

Table 62: Major Findings about Quality Service Delivery from the Cumilla and Chattogram City Corporation

Findings about Quality Service Delivery from the Cumilla City Corporation and Chattogram City Corporation					
Indicator	Associated Indicator	City Corporation	Citizens’ Responses	Elected Representatives’ Responses	Staffs’ Responses
Timeliness	Timeliness of Service	Cumilla City Corporation	Good (46%)	Very Good (60%)	Good (60%)
		Chattogram City Corporation	Low (36%)	Good (40%)	Very Good (50%)
Demand Fulfilment	Demand Fulfilment	Cumilla City Corporation	Good (40%)	Good (40%)	Good (70%)
		Chattogram City Corporation	Average (36%)	Very Good (40%)	Very Good (50%)

Regularity	Regularity Maintenance	Cumilla City Corporation	Good (50%)	Very Good (40%)	Good (70%)
		Chattogram City Corporation	Average (32%)	Good (50%)	Very Good (50%)
Efficiency	Skills and Efficiency of the service providers	Cumilla City Corporation	Good (46%)	Very Good (50%)	Good (70%)
		Chattogram City Corporation	Very Good (39%)	Excellent (50%)	Very Good (70%)
	Delay of service provision	Cumilla City Corporation	Average Delay (41%)	Very Low (40%)	Very Low (50%)
		Chattogram City Corporation	Average delay (44%)	Very Low (30%)	Not delayed (40%)
	Encounter of Problems	Cumilla City Corporation	Low (26%)	Moderate (40%)	Low (40%)
		Chattogram City Corporation	Not at all (45%)	Very Low (30%)	Moderate (30%)
Maintenance of Procedure	Awareness of Rules and Procedures	Cumilla City Corporation	Moderate (46%)	Moderate (60%)	High (50%)
		Chattogram City Corporation	Moderate (27%)	Moderate (40%)	High (40%)
	Adequacy of Rules and Procedures	Cumilla City Corporation	Moderate (40%)	Moderate (50%)	High (60%)
		Chattogram City Corporation	Moderate (39%)	High (40%)	Moderate (50%)
	Service Charges for the Services Provided	Cumilla City Corporation	Moderate (68%)	Moderate (50%)	Not at all (30%)
		Chattogram City Corporation	High (56%)	Moderate (40%)	Very Low (40%)

8.2.1.1 Timeliness

From the Cumilla City Corporation, 46% of citizens reported a “low” level of timeliness, 60% of the elected representatives reported a “good” level of timeliness and 60% of the staff reported a “very good” level of timeliness maintenance. These are the responses from the majority of citizens, staff and elected representatives who were surveyed. So, the overall scenario reveals a satisfactory level of timeliness maintained by the staff in the Cumilla City Corporation. On the other hand, from the Chattogram City Corporation, 36% of citizens reported a “low” level of timeliness, 40% of the elected representatives reported a “good” level of timeliness and 50% of

the staff reported a “very good” level of timeliness maintenance. These are the responses from the majority of citizens, staff and elected representatives who were surveyed. The overall scenario of the timeliness maintained by the service providers from the Chattogram City Corporation authority suggests that the service providers struggle to provide services on time due to their heavy workload.

8.2.1.2 Demand Fulfilment

How well do the Cumilla and Chattogram City Corporations fulfil the demands of their service recipients? The answer is: From the Chattogram City Corporation, 36% of citizens surveyed reported an “average” level of demand fulfilment, 40% of the surveyed elected representatives reported a “very good” level demand fulfilment and 50% of the surveyed staff reported a “good” level of demand fulfilment. On the other hand, in the Cumilla City Corporation, 40% of surveyed citizens reported a “good” level of demand fulfilment, 40% of the surveyed elected representatives reported a “good” level demand fulfilment and 70% of the surveyed staff reported a “good” level of demand fulfilment.

So, it can be deduced that the Cumilla City Corporation was better at fulfilling the demands of its citizens through its services than the Chattogram City Corporation did according to the responses of the respondents.

8.2.1.3 Regularity

The maintenance of regularity by the service providers, while providing services or carrying out development projects is important for the welfare of the service seekers. Regularity is also important to assess the good governance situation of both City Corporations.

From the Cumilla City Corporation, 50% of surveyed citizens reported a “good” level of regularity maintenance, 40% of the surveyed elected representatives reported a “very good” level regularity maintenance and 70% of the surveyed staff reported a “good” level of regularity maintenance. On the other hand, in the Chattogram City Corporation, 32% of surveyed citizens reported an “average” level of regularity maintenance, 50% of the surveyed elected representatives reported a “very good” level regularity maintenance and 50% of the surveyed staff reported a “very good” level of regularity maintenance. So, the overall scenario of the Chattogram and the Cumilla City Corporations in maintaining the regularity of service delivery

appears to be sufficient in ensuring the citizens' trust in the City Corporation body which contributes to ensuring good governance.

8.2.1.4 Efficiency

There were three indicators of measuring efficiency in the two City Corporations. The analyses of these indicators show that:

8.2.1.4.1 Skills and Efficiency of the Service Providers

In the Cumilla City Corporation, 46% of the citizens surveyed reported a “good” level of skills and efficiency, 50% of the surveyed elected representatives reported a “very good” level of skills and efficiency and 70% of the staff reported a “good” level of skills and efficiency possessed by the service providers. On the other hand, In the Chattogram City Corporation, 39% of the citizens surveyed reported a “very good” level of skills and efficiency possessed by the service providers. Additionally, 50% of the elected representatives reported an “excellent” level of skills and efficiency while 70% of the staff reported a “very good” level of skills and efficiency possessed by the service providers from the Chattogram City Corporation.

8.2.1.4.2 Delay of Service Provision

In the Cumilla City Corporation, 41% of the citizens surveyed reported “average delay” in the provision of services. Additionally, 40% of the surveyed elected representatives and 50% of the staff reported that there was “very little delay” in the service delivery and welfare and development-related activities. While regarding the level of delay in the provision services by the Chattogram City Corporation, 44% of citizens surveyed responded “average”, 30% of the surveyed elected representatives responded “very low” and 40% of the staff responded “not delayed”. Therefore, the level of delay by the service provider in this City Corporation wasn't very acute which is favourable for providing quality services and earning the citizens' trust.

8.2.1.4.3 Encounter of Problems

In the Cumilla City Corporation, the problems encountered while providing and receiving services hamper the efficiency of the service delivery process. In this regard, 26% of citizens surveyed reported “moderate” level problems encountered while receiving services from the

Cumilla City Corporation. Additionally, 40% of the elected representatives reported encountering a “moderate” level of problems while 40% of the staff said that they had encountered a “low” level of problems while providing services. On the other hand, 45% of the citizens surveyed reported that they had not faced any problems while receiving services. Additionally, 30% of the surveyed elected representatives reported a “low” level of problems encountered while 30% of the surveyed staff reported “moderate” level problems encountered while providing services. It can be deduced that the level of problems encountered while receiving or providing services from the Chattogram City Corporation isn’t substantial which contributes to better efficiency in the service delivery process.

8.2.1.5 Maintenance of Procedure

8.2.1.5.1 Awareness of Rules and Procedures

In the Cumilla City Corporation, 46% of the citizens surveyed and 60% of the surveyed elected representatives reported “moderate” levels of awareness regarding the rules and procedures of the City Corporation. Additionally, 50% of the surveyed staff reported a “high” level of awareness of the rules and procedures of the Cumilla City Corporation. On the other hand, 26% of citizens surveyed and 40% of surveyed elected representatives reported a “moderate” level of awareness while 40% of the surveyed staff reported a “high” level of awareness of the rules and procedures of the Chattogram City Corporation.

So, it can be deduced that the current level of awareness of the rules and procedures by the staff, councillors and citizens from the Cumilla City Corporation is sufficient to establish trust and good governance.

8.2.1.5.2 Adequacy of Rules and Procedures

In the Cumilla City Corporation, 40% of citizens surveyed as well as 40% of the total elected representatives surveyed reported a “moderate” level of adequacy of the rules and procedures of the Cumilla City Corporation. Additionally, the majority of the staff surveyed (60%) reported a “high” level of adequacy of the rules and procedures. Therefore, the level of adequacy of the current rules and regulations appears to be satisfactory. On the other hand, 39% of citizens surveyed as well as 50% of the staff surveyed reported a “moderate” level of adequacy of the rules and procedures of the Chattogram City Corporation. Additionally, 40% of the surveyed representatives reported a “high” level of adequacy of the rules and regulations. The responses

from the respondents suggest that there is a lot of room for improvement for the Chattogram City Corporation regarding the adequacy of its rules and procedures.

8.2.1.5.3 Service Charges for the Services Provided

From the Cumilla City Corporation, 68% of the citizens surveyed and 50% of the surveyed staff reported “moderate” levels of service charges for the services provided. Furthermore, 30% of the surveyed elected representatives reported “not at all” level of service charges for the services provided. On the other hand, in the Chattogram City Corporation, 56% of the citizens surveyed reported “high” levels of service charges for the services and 40% of the surveyed staff reported “moderate” levels of service charges for the services. Furthermore, 40% of the surveyed elected representatives reported “very low” level of service charges for the services provided.

8.2.2 Findings about Social Capital

Social capital is one of the most important factors of ensuring trust and good governance in any local government body. In both the Cumilla and the Chattogram City Corporations, an assessment was carried out to evaluate the level of citizens’ trust and good governance in both City Corporations. Social capital was measured using the associated indicators: consultation and women’s involvement in the discussion process, the extent of reliability, the extent of responsiveness, behaviour of the service providers, the level of promise fulfilment and the maintenance of working relationships.

Table 63: Findings about Social Capital from Cumilla and Chattogram City Corporation

Social Capital Indicators	Associated Indicator	City Corporation	Citizens’ Responses	Elected Representatives’ Responses	Staffs’ Responses
Inclusiveness	The Extent of Consultation about Service Delivery	Cumilla City Corporation	Low (37%)	Moderate (40%)	Low (40%)
		Chattogram City Corporation	Moderate (46%)	High (40%)	Moderate (40%)
	Women’s Involvement in the Discussion Process	Cumilla City Corporation	Not at all (40%)	High (50%)	Moderate (50%)
		Chattogram City Corporation	Low (34%)	Moderate (60%)	Very Low (40%)
Reliability	The Extent of Reliability	Cumilla City Corporation	Moderate (51%)	High (50%)	Moderate (70%)

		Chattogram City Corporation	Moderate (40%)	Moderate (40%)	Very High (40%)
Responsiveness	The Extent of Responsiveness	Cumilla City Corporation	Good (36%)	Excellent (50%)	Good (90%)
		Chattogram City Corporation	Average (37%)	Very Good (60%)	Excellent (60%)
Courtesy	Behaviour of the Service Providers	Cumilla City Corporation	Good (50%)	Very Good (40%)	Good (80%)
		Chattogram City Corporation	Good (50%)	Very good (50%)	Good (40%)
	Promise Fulfilment by the Elected Representatives	Cumilla City Corporation	Low (55%)	Excellent (40%)	Good (60%)
		Chattogram City Corporation	Low (47%)	Good (40%)	Excellent (60%)
	Maintenance of Working Relationships	Cumilla City Corporation	Good (40%)	Excellent (60%)	Good (80%)
		Chattogram City Corporation	Good (39%)	Excellent (40%)	Very good (50%)

8.2.2.1 Inclusiveness

8.2.2.1.1 The Extent of Consultation about Service Delivery

From the Cumilla City Corporation, 37% of surveyed citizens and 40% of the staff surveyed reported a “low” level of consultation while 40% of the surveyed elected representatives reported a “good” level of consultation by the Cumilla City Corporation regarding the service delivery process. Overall, there appears to be limited consultation or engagement by the Cumilla City Corporation with its staff and citizens which indicate low levels of positive social capital. On the other hand, in the Chattogram City Corporation, 46% of the citizens surveyed as well as 40% of the total staff surveyed reported a “moderate” level consultation while 40% of the surveyed elected representatives reported a “high” level of consultation by the Chattogram City Corporation regarding the delivery of services. So, it is observed that the consultancy level in the Chattogram City Corporation was adequate.

8.2.2.1.2 Women’s Involvement in the Discussion Process

From the Cumilla City Corporation, 40% of citizens surveyed reported that there was no women’s involvement in the discussion or decision-making process while 50% of elected

representatives reported a “high” level of women’s involvement. Additionally, 50% of the surveyed staff reported a “moderate” level of female participation in the decision-making and discussion process. So, the level of women’s involvement appears to be insufficient and limited at all levels of the service delivery process. On the other hand, in the Chattogram City Corporation, 34% of the citizens surveyed reported a “low” level of women’s involvement, 60% of the surveyed elected representatives reported a moderate level of women’s involvement and 40% of the surveyed staff reported a “very low” level of women’s involvement in the discussion and decision-making process of the Chattogram City Corporation. From the responses, it can be deduced that there was insufficient participation of women in the discussion and decision-making process of service.

8.2.2.2 Reliability

From the Cumilla City Corporation, 51% of the citizens surveyed and the majority of the staff surveyed (70%) reported a “moderate” level of reliability of the service delivery of the Cumilla City Corporation. Additionally, 50% of the surveyed elected representatives reported a “high” level of reliability as well. From the responses of the respondents, it is clear that the level of reliability of the services delivered by the Cumilla City Corporation needs to be improved. On the other hand, in the Chattogram City Corporation, Reliability is an important indicator to assess the social capital situation for any organisation. From the Chattogram City Corporation, 40% of the surveyed citizens, as well as 40% of the surveyed elected representatives, reported a “moderate” level of reliability while 40% of the staff surveyed reported a “high” level of reliability of the services provided by the Chattogram City Corporation.

8.2.2.3 Responsiveness

From the Cumilla City Corporation, 36% of the citizens surveyed reported an “average” level of responsiveness maintained by the City Corporation in fulfilling the people’s demands. Additionally, 50% of the surveyed elected representatives reported an “excellent” level of responsiveness, while the majority of the surveyed staff (90%) reported a “good” level of responsiveness. Overall, the level of responsiveness to fulfil the demands of the citizens by the service providers was sufficient. On the other hand, in the Chattogram City Corporation, The

extent of responsiveness is another important indicator to measure the social capital situation in any organisation. From the Chattogram City Corporation, 37% of citizens surveyed reported an “average” level of responsiveness by the service providers in fulfilling their demands. Additionally, 60% of the surveyed elected representatives reported a “good” level of responsiveness, while 50% of staff surveyed reported an “excellent” level of responsiveness by the Chattogram City Corporation. Overall, the level of responsiveness of the Chattogram City Corporation in fulfilling the citizens’ demands is moderate and variable.

8.2.2.4 Courtesy

The level of courtesy was measured using the following three associated indicators:

8.2.2.4.1 Behaviour of the Service Providers

From the Cumilla City Corporation, 50% of the surveyed citizens, as well as 80% of the surveyed staff, reported a “good” level of good behaviour by the service providers of the Cumilla City Corporation. Additionally, 40% of the elected representatives reported a “very good” level of good behaviour by the service providers. These responses suggest that the service providers from the Cumilla City Corporation were sufficiently well behaved towards the service seekers. On the other hand, in the Chattogram City Corporation, 50% of the total citizens surveyed as well as 40% of the surveyed staff reported a “good” level of good behaviour maintained by the service providers of Chattogram City Corporation. Additionally, 50% of the surveyed elected representatives reported a “very good” level of good behaviour maintained by the service providers. Overall, it appears that the service providers from the Chattogram City Corporation are sufficiently courteous and well behaved towards the service seekers.

8.2.2.4.2 Promise Fulfilment by the Elected Representatives

From the Cumilla City Corporation, 55% of the citizens surveyed reported a “low” level of promise fulfilment, 40% of the surveyed elected representatives reported an “excellent” level of promise fulfilment, and 60% of the surveyed staff reported a “good” level of promise fulfilment by the elected representatives. On the other hand, in the Chattogram City Corporation, From the Chattogram City Corporation, 47% of the citizens surveyed reported a “low” level of promise fulfilment by the elected representatives. On the other hand, 40% of the elected representatives

surveyed reported a “good” level of promise fulfilment while 60% of the surveyed staff reported an “excellent” level of promise fulfilment by the elected representatives from the Chattogram City Corporation.

8.2.2.4.3 Maintenance of Working Relationships

The majority of the staff surveyed (80%), as well as 40% of the citizens surveyed, reported a “good” working relationship between the service providers and receivers. Additionally, 60% of the surveyed elected representatives reported an “excellent” working relationship between the staff and the service recipients of the Cumilla City Corporation. On the other hand, in the Chattogram City Corporation, 39% of citizens surveyed reported a “good” working relationships between the officials and the service recipients of the City Corporation. Additionally, 40% of the surveyed elected representatives reported that there was an “excellent” working relationship between the staff and the service seekers. Moreover, 50% of the surveyed staff reported a “very good” maintenance of working relationships with the service receivers. Overall, there was a good working relationship between the service providers and receivers from the Chattogram City Corporation, which helped build the citizens’ trust and ensure good governance of the City Corporation.

8.2.3 Findings about the Citizens’ Satisfaction

Generally, people’s satisfaction is derived from the quality and outcome of services provided to fulfil their demands. Therefore, both the Cumilla and Chattogram City Corporations were assessed using two associated indicators of quality and outcome to find out the satisfaction level of service recipients which reflects the citizens’ trust and the level of good governance in the City Corporations. The assessment results of the two associated indicators are as follows:

Table 64: Findings about Citizens' Satisfaction from Cumilla City Corporation and Chattogram City Corporation

Findings about Citizens' Satisfaction from Cumilla City Corporation and Chattogram City Corporation					
Indicator	Associated Indicator	City Corporation	Citizens' Responses	Elected Representatives' Responses	Staff's Responses
Quality	The Level of Satisfaction of the Delivery Service	Cumilla City Corporation	Good (50%)	Excellent (70%)	Good (50%)
		Chattogram City Corporation	Average (39%)	Excellent (40%)	Very good (40%)
Outcome	The Level of Adequacy of the Delivery Service	Cumilla City Corporation	Moderately Adequate (50%)	Very Highly Adequate (40%)	Moderately Adequate (90%)
		Chattogram City Corporation	Low (35%)	Highly Adequate (40%)	Highly Adequate (50%)

8.2.3.1 Citizens' Satisfaction

8.2.3.1.1 The Level of the Satisfaction of the Delivery Service

From the Cumilla City Corporation, 50% of the citizens surveyed reported a “good” level satisfaction from the services delivered by the Cumilla City Corporation. Additionally, 70% of the surveyed elected representatives reported an “excellent” level of satisfaction while 50% of the surveyed staff reported a “very good” level of satisfaction from the services delivered. Overall, it can be deduced that the quality level of services delivered by the Cumilla City Corporation is satisfactory and thus conducive to maintaining good governance and improving the level of citizens' trust. On the other hand, in the Chattogram City Corporation, 39% of the surveyed citizens, 40% of the surveyed elected representatives and 40% of the surveyed staff reported “average”, “high” and “very good” levels of satisfaction respectively from the services provided by the Chattogram City Corporation.

8.2.3.1.2 The Level of Adequacy of the Delivery Service

From the Cumilla City Corporation, the majority of the surveyed staff (90%), as well as 50% of the citizens, responded that the level of adequacy was “moderately adequate”. Additionally, 40%

of the surveyed elected representatives responded that the services delivered by the Cumilla City Corporation were “very highly adequate”. Overall, the staff, citizens and elected representatives had mixed opinions about the level of adequacy of the services provided by their City Corporation with some respondents highlighting the mismanagement and the lack of coordination as the main barriers to a satisfactory level of adequacy. On the other hand, 35% of the surveyed citizens, 40% of the surveyed elected representatives, and 50% of the surveyed staff reported “low”, “highly adequate” and “highly adequate” levels of adequacy respectively regarding the services provided by the Chattogram City Corporation.

8.2.4 Findings about the Overall Performance Assessment

Table 65: Findings about the Overall Performance Assessment from the Cumilla and Chattogram City Corporation

Overall Performance Assessment					
Indicator	Associated Indicator	City Corporation	Citizens' Responses	Elected Representatives' Responses	Staffs' Responses
Trust	Trust of the Service Recipients	Cumilla City Corporation	Good (46%)	Excellent (80%)	Good (40%)
		Chattogram City Corporation	Good (23%)	Excellent (50%)	Very Good (50%)
Good Governance	The Level of Importance of Trust to Build Good Governance	Cumilla City Corporation	Important (38%)	Essential (50%)	Very Important (50%)
		Chattogram City Corporation	Essential (56%)	Essential (60%)	Essential (60%)
Overall Performance	Satisfaction with the Performance of the City Corporation	Cumilla City Corporation	Yes (70%)	Yes (100%)	Yes (100%)
		Chattogram City Corporation	Yes (77%)	Yes (100%)	Yes (100%)
	Level of Overall Satisfaction	Cumilla City Corporation	Good (37%)	Very Good (60%)	Good (80%)
		Chattogram City Corporation	Good (39%)	Very Good (40%)	Very Good (80%)

8.2.4.1 Overall Performance Assessment

8.2.4.1.1 Trust of the Service Recipients

From the Cumilla City Corporation, 46% of the citizens surveyed, 80% of the surveyed elected representatives and 40% of the surveyed staff reported “good”, “excellent” and “good” levels trust by the service recipients in the Cumilla City Corporation. Overall, the responses indicate

that the service recipients have a sufficient level of trust in the Cumilla City Corporation to fulfil their demands properly. On the other hand, in the Chattogram City Corporation, 23% of the citizens surveyed reported a “good” level of trust, 50% of the surveyed elected representatives reported an “excellent” level of trust, and 50% of the surveyed staff reported a “very good” level of trust of the service recipients. Overall, the service recipients had a moderate level of trust in the Chattogram City Corporation according to the respondents.

8.2.4.1.2 The Level of Importance of Trust to Build Good Governance

From the Cumilla City Corporation, 38% of the citizens surveyed responded that trust was “important” to build good governance. Additionally, 50% of the elected representatives responded that trust was “essential” while 50% of the surveyed staff responded that trust was “very important” for good governance. Overall, according to the respondent, trust plays a substantial role in establishing good governance. On the other hand, in the Chattogram City Corporation, 56% of the citizens surveyed, 60% of the surveyed elected representatives and 60% of the surveyed staff responded that trust was “essential” to build governance.

8.2.4.1.3 Satisfaction with the Performance of the City Corporation

From the Cumilla City Corporation, the majority of the citizens surveyed (70%), all of the surveyed staff (100%) and all of the surveyed elected representatives (100%) responded “Yes” regarding whether they were satisfied with the performance of the Cumilla City Corporation. Overall, it is apparent that a substantial proportion of the respondents surveyed were satisfied with the performance of the Cumilla City Corporation. On the other hand, in the Chattogram City Corporation, The majority of the citizens surveyed (77%), all of the surveyed staff (100%) and all of the surveyed elected representatives (100%) responded “Yes” regarding whether they were satisfied with the performance of the Cumilla City Corporation. Overall, it is apparent that a substantial proportion of the respondents surveyed were satisfied with the performance of the Chattogram City Corporation.

8.2.4.1.4 Level of Overall Satisfaction

In this regard, 37% of the citizens surveyed as well as the majority of the staff surveyed (80%) reported a “good” level of overall satisfaction with the performance of the Cumilla City Corporation. Additionally, 60% of the surveyed elected representatives reported a “very good”

level of overall satisfaction. So, it can be said that the level of overall satisfaction is adequate in the Cumilla City Corporation according to the respondents. On the other hand, in the Chattogram City Corporation, 39% of citizens surveyed reported a “good” level of overall satisfaction with the performance of their City Corporation. Similarly, 40% of the surveyed elected representatives and 80% of the surveyed staff reported a “very good” level of overall satisfaction. Therefore, the overall satisfaction of most of the respondents was adequate regarding the performance of the Chattogram City Corporation.

8.2.5 Findings from FGDs and Case Studies

Three FDGs (Focused Group Discussion) and five case studies were carried out within the Cumilla City Corporation area to assess the nature and extent of the citizens’ trust in the Cumilla City Corporation by highlighting the experiences of the respondents. The relationship between the citizens’ trust and good governance is also a key focus of this study.

Table 66: Findings from FGDs and Case Studies in the Cumilla City Corporation

Findings from FGDs and Case Studies		
(Cumilla City Corporation)		
FGD	Case Study	
FGD 01 <ul style="list-style-type: none"> • A problem in waste management • Good responsiveness • Server Problems • Services charges were too high • General public unaware of most of the rules • <i>Ward Shava</i> wasn’t held on time • Unfair management 	Case Study 01	<ul style="list-style-type: none"> • Lack of funding
	Case Study 02	<ul style="list-style-type: none"> • Limited employment opportunities, especially for women
	Case Study 03	<ul style="list-style-type: none"> • Slow delivery of service
FGD 02 <ul style="list-style-type: none"> • Information gap (lack of service-related information) • Delays in waste 	Case Study 04	<ul style="list-style-type: none"> • Lack of coordination among councillors

<p>management</p> <ul style="list-style-type: none"> • Poor responsiveness • Discrimination (between the rich and poor) • Neglecting the citizens after being elected. • Corruption • Not fulfilling the citizen's demands properly • Excessive service charges 	<p>Case Study 05</p>	<ul style="list-style-type: none"> • Bias against elected representatives from opposition parties
<p>FGD 03</p> <ul style="list-style-type: none"> • Proper distribution of services • Staff maintained good behaviour • Election manifesto wasn't fulfilled after the election • Excessive service charges 		

8.2.5.1 Findings from the FGDs conducted within the Cumilla City Corporation Area

- (a) The service recipients had experienced an information gap regarding where, when and how to get the services they needed. Moreover, many of the service recipients were unaware of their rights and about the services they were obligated to from the City Corporation. There was also no space allocated to collect and address the service seeker's feedback and complaints.
- (b) The waste management process was slow and irregular. For example, the eyesores and foul odours created by uncollected garbage on the streets and in the drains had created sufferings for the general public.
- (c) The service providers were alleged to overcharge the service recipients, be biased against the poor service seekers and be unable to handle situations properly.
- (d) The promises made by the elected representatives in their manifestoes during the election were not fulfilled properly resulting in resentment and indifference by the public towards the ruling party.
- (e) The e-services provided were plagued by server problems, limited IT equipment and a shortage of staff with adequate IT skills.

- (f) *Ward shavas* or ward meetings were not regularly held, as a result, there was limited coordination, discussion, understanding between the City Corporation and the service recipients which hampered good governance.
- (g) Some elected councillors were genuinely helpful and active in fulfilling the demands of their citizens which earned their citizens' trust.
- (h) The general public was irregular about paying their taxes due to the poor enforcement, facilities and awareness of the City Corporation to collect taxes properly. Poor tax collection often caused the City Corporation to face financial crises which limited the corporation's ability to provide services efficiently. Hence, the service recipient had lost trust in the Cumilla Corporation to fulfil their demands properly which also indicates a poor governance situation.

8.2.5.2 Findings from the Case Studies within the Cumilla City Corporation Area

5 case studies held in the Cumilla City Corporation area, the overview of the findings are as follows:

- (a) Good governance in the Cumilla City Corporation was significantly hampered by the lack of sufficient funds to implement development plans and welfare activities. The main cause of its poor financial situation was its inability to collect sufficient taxes which forced it to solely rely on grants, hand-outs and funding from the central government.
- (b) The Cumilla City Corporation's ability to provide services properly was severely handicapped by the lack of staff to provide services. Moreover, there was limited participation of women in the decision-making and service delivery process of the City Corporation.
- (c) The Cumilla City Corporation lacked proper coordination in its activities, plan implementation, management procedures which hampered its good governance.
- (d) The delivery of services was slow and delayed. The responsiveness, timeliness, the number of staff, facilities, etc. of the Cumilla City Corporation need to be improved to speed up service delivery.
- (e) Political intolerance exists within the Cumilla City Corporation notably towards the elected councillors from non-ruling parties. As a result, a peaceful and cooperative

environment cannot be sustained within the City Corporation signalling a poor governance situation.

- (f) The Cumilla City Corporation tries to maintain a peaceful and secure environment in the area while resolving disputes related to land ownership, domestic violence, marital strife, etc. As a result, the people often sought the City Corporation's mediation to have their issues resolved by a trustable and impartial authority.

Table 67: Findings from FGD and Case Studies within the Chattogram City Corporation Area
Findings from FGDs and Case Studies(Chattogram City Corporation)

FGD	Case Study	
FGD 04 <ul style="list-style-type: none"> • Electricity problem • Proper distribution of services • No delay in service provision. • Skilled manpower 	Case Study 06	<ul style="list-style-type: none"> • Resolved land-related disputes
	Case Study 07	<ul style="list-style-type: none"> • Resolved domestic disputes
FGD 05 <ul style="list-style-type: none"> • Rohingya Crisis requires additional attention. • Resolve fee-related issues. • Online service delays due to server problems • Citizens were not aware of the rules and regulations. 	Case Study 08	<ul style="list-style-type: none"> • Addressing cases of domestic violence
	Case Study 09	<ul style="list-style-type: none"> • Quick delivery of urgent service
FGD 06 <ul style="list-style-type: none"> • Work in drug-free place • Government taxes do not pay properly (It would have been better if the Muslim donated the zakat money as a tax) • Inadequacy of Service • Good and courteous behaviour by the service providers especially the councillors • Poor waste management (irregular cleaning) 	Case Study 10	<ul style="list-style-type: none"> • Biased service provision

8.2.5.3 Findings from the FGDs conducted within the Chattogram City Corporation area:

Three focus group discussions were held in the Chattogram City Corporation area, the findings of which are:

- (a) The Chattogram City Corporation staff had maintained good behaviour with the service recipients irrespective of their race, gender, religion, wealth while providing services. As a result, the general public was more willing to seek services from and trust in the Chattogram City Corporation which ensures its good governance.
- (b) The Chattogram City Corporation had taken visible initiatives and to combat drug abuse by its citizens. Moreover, they had also taken steps to address the Rohingya crisis and rental issues.
- (c) People trust the elected representatives of the Chattogram City Corporation as some of them are very friendly, genuine and helpful.
- (d) They have a skilled workforce to provide services, pursue the development activities and implement the plans properly which contributed to ensuring good governance.
- (e) There Chattogram City Corporation suffered from certain limitations such as frequent power outages, insufficient coordination, and poor waste management.
- (f) In the FGDs, the Chattogram City Corporation was acknowledged for resolving and arbitrating various domestic disputes and other conflicts. Issues like domestic violence were dealt with moderate care by the Chattogram City Corporation.

8.2.5.4 Findings from the Case Studies within the Chattogram City Corporation

5 case studies held in the Chattogram City Corporation area, the overview of the findings are as follows:

- (a) The Chattogram City Corporation's councillors regularly arbitrated and solved domestic disputes related to marriage, land disputes, etc. Some of these conflicts even escalated to bloodshed until the Chattogram City Corporation intervened and resolved them. In one of the case studies, the Chattogram City Corporation was also able to save the marriage of a couple on the verge of divorce by helping them settle their differences.

- (b) Moreover, the women councillors in the City Corporation played an active role in resolving cases related to domestic violence against women. Overall, residents of the city trusted the Chattogram City Corporation as an impartial authority to resolve their disputes and problems.
- (c) The service delivery process of the Chattogram City Corporation was reported to be plagued with nepotism as service seekers with a lot of money or sufficient connections could ensure hassle-free service over the other service seekers.

8.3 Recommendations

The following measures can be taken to promote “Citizens’ Trust and Good Governance in Local Government Institutions” as well as improve the quality of the services provided in an urban setting. The following recommendations were made by the elected representatives, staff and ordinary citizens surveyed from both City Corporations.

8.3.1 Recommendations from the Respondents

8.3.1.1 Officials/Staff of the Chattogram City Corporation

The employees need to be trained properly so that they can attain proper management, social, implementation and (most importantly) IT skills. The staff also thought they would be better able to provide services online through better e-service and virtual training. The staff should be acknowledged and motivated for their good performance which will encourage them to keep working hard. The staffs in the ICT sector need to be provided training for development, modern equipment and proper facilities so that they can provide updated, timely and efficient services online. Increase the budget allocated to the City Corporation to ensure proper financial support that will enable the City Corporation to implement all its development and welfare-related plans quickly and efficiently. A new and revised organogram for the City Corporation needs to be introduced to establish a modern and efficient organisation structure and chain of command to ensure a good and disciplined work environment. Hire more employees to increase the manpower of the City Corporation and train the existing ones to improve their skill set. Provide the necessary transportation, logistical support and communication facilities to ensure proper coordination, mobility and operation of the projects carried out and services provided by the City Corporation. Ensure a congenial work environment for the officials to do their jobs without

stress and the lack of motivation. Take initiatives to ensure that the City Corporation staff raise revenue, and collect them properly. Moreover, people need to be motivated to pay taxes. Ensure strong autonomy of the City Corporations by reaffirming their rights, authority and responsibilities as well as bestowing rational-legal authority to the local government bodies. Improve the City Corporation's financial situation by taking various financial initiatives to ensure self-sufficiency and the capacity to face challenging situations of the city. Take initiatives to promote responsible behaviour and awareness from the public. Here, the officials can hold seminars to engage with the people so that they are more involved and concerned about the welfare of their city. The service delivery process needs to be further automated and digitalised to increase its speed and productivity. An e-document system also needs to be introduced to make file transfers easier. Ensure job mobility so that the staffs who perform well receive promotions and recognition which will prompt the others to be more productive as well. The authority should ensure better coordination within the City Corporation as well as between the agencies it works with to carry out development and welfare-related projects.

8.3.1.2 Common Citizens of the Chattogram City Corporation

City Corporation provides reliable utility services like electricity, water, gas, etc. to improve the citizens' standard of living. Keep the city clean regularly by carrying out sanitation-related jobs like garbage disposal, clean public toilets, sewer maintenance, etc. Increase budget allocations to provide more facilities and to resolve the problems that persist in the city. Proper drainage and sewerage systems need to be developed so that it does not hamper the daily lives of the city dwellers, especially during maintenance. The mayor and elected councillors should be more cooperative and active about meeting the people's needs, solving the existing problems, and fulfilling the promises they had made. The repair and maintenance of the roads, culverts, highways and decorations of the city need to be carried out regularly while new recreational facilities like parks, monuments, playgrounds, etc. need to be provided to ensure a good city life for the citizens. The roads and streets need to be widened and developed to reduce congestions and improve road safety. Initiatives to increase the accessibility to education as well as to eradicate illiteracy needs to be undertaken through the provision of free education programs, educational resources and other necessary tools. Permanent solutions to waterlogging, water shortages, poor drainage maintenance, etc. need to be found. Programs and seminars need to be

conducted to spread awareness among the general public of their rights and the rules and regulations of the City Corporation. Additionally, vocational courses and skill development opportunities should be provided to the unemployed to enhance their employability. Protect canals, ponds and other natural water bodies and take initiatives to preserve the natural environment. Regular service delivery should be ensured all the time to reduce delays and the people's sufferings while receiving services. Enforce and establish effective tax collection systems. Additionally, the magnitude of tax should be set based on people's income and wealth. Proper steps need to be taken to control the spread of disease, by keeping the city clean and taking proper safety measures to safeguard the residents. Take measures to ensure the safety, participation and education of women. Fulfilling the citizens' needs and demands should be prioritised by the City Corporation above all other interests (i.e. self-interest, political or party interests). Moreover, the service delivery process should be more customer-friendly and welfare-oriented. Initiate mega projects for the comprehensive development of the city which are well-planned, innovative and feasible. Ensure adequate water supply for utility as well as for drinking by establishing drinking corners in public places for the latter. Better engagement and communication between the ward councillors and citizens to establish better trust between the two parties. Provide old age and widow allowances to the disadvantaged people to help them live a financially secure life. Appropriate monitoring and supervision of the mayor's and the councillors' activities in every sector of the City Corporation should be ensured. Improve the quality of educational institutions by providing various education-related equipment, resources and facilities for the students, teachers, and the institutions. The elected representatives need to be more responsive and proactive about carrying out their responsibilities and providing services. The authority structure should be taken under an appropriate accountability mechanism. The range of services provided by the City Corporation needs to be increased. The elected representatives need to be more transparent about their work methodologies so that the people find them more trustworthy, honest and productive. The City Corporation staff need to be more professional, courteous, service-oriented and punctual while providing services to the citizens. The service delivery process needs to be properly monitored for corruption and other inconsistencies. Ensure good governance by meeting the criteria of all the good governance indicators. Take measures to ensure effective urban planning. Ensure that no citizen is discriminated against while receiving services. Every citizen should be given an equal

opportunity to receive services from the City Corporation irrespective of their affiliations, status, literacy or wealth. Skilled, active, driven and hard-working service providers need to be appointed or trained so that they can provide regular quality services to the citizens. Such service providers can bring about positive changes and innovation into the service delivery process which will result in higher levels of trust and satisfaction from the citizens. Appropriate evaluations of the needs and demands of the citizens need to be carried out by the City Corporation so that it can take the right measures to address those needs and demands properly. The mayors need to be more prudent, thoughtful and engaging with their citizens so that they can earn the trust of their citizens. The authority should place special emphasis on public opinion through involving and increasing the public engagement and maintaining good relations with general people so that the real opinion can be obtained fruitfully. It is also necessary to earn the trust and support of the people. Take initiatives to detect and punish bribery and nepotism in the delivery of services.

8.3.1.3 Elected Representatives of the Chattogram City Corporation

The upholding of the rule of law and due process should be ensured by the elected representatives through the proper supervision and audit of the law enforcement and performance of the City Corporation. Budgetary allocations should be increased so that the City Corporation can fulfil the people's needs and demands through its services more efficiently. Some outdated rules, procedures and regulations of the City Corporation need to be updated. Ensure the involvement and authority of the female ward councillors. Seminars and symposiums to inform and update the public about the elected representative's initiatives and the City Corporation's activities should be arranged. The service providers need to be responsible, ambitious and punctual about providing services to the citizens. Arrange and provide effective and regular training. Ensure proper coordination with collaborative agencies like WASA, CDA, etc. Every service delivery agency should be brought under the control of the City Corporation.

8.3.1.4 Officials of the Cumilla City Corporation

Measures need to be taken to reduce corruption, uncertainty and delays in the provision of services. All officials need to maintain accountability and transparency about their tasks and assigned responsibilities to the elected representatives. More personnel should be recruited to reduce the workload pressure of the current staff which will help reduce delays and improve the

quality of the services provided by the staff. Moreover, skilled and energetic personnel should be recruited who can provide quality services consistently. The officials should consistently and effectively collect taxes, fees and service charges from the service recipients. The officials should be active, skilful and dedicated to provide quality services and implement development projects efficiently and provide better transportation facilities to the officials so that they have better mobility to provide services efficiently. So, there needs to be provided skill development, soft skills and sensitivity training to the officials to improve their quality of service delivery. City Corporation also needs to be updated the existing rules, regulations and procedures to keep up with modern times. The staffs need the training to develop IT skills so that they can handle digital systems effectively to provide quick services to the citizens. Female staff must be provided with sufficient facilities so that they can significantly contribute to the improvement of service delivery. Moreover, the organogram needs to be updated.

8.3.1.5 Elected Representatives of the Cumilla City Corporation

Establish an effective garbage management system that incorporates modern waste management facilities and equipment. Moreover, the workforce should be provided with training and equipment so that they can provide regular waste collection services. Server systems should be established in each division of Bangladesh so that clear communication can be maintained across all governance bodies without server delays or problems. The staff should be provided with the proper technology and IT training so that their tasks are digital and automated which will enable them to provide services quickly and maintain better communication with the organisations they collaborate with. Increase budgetary allocations after proper consultation and logical assessments of the people's needs, demands, and existing issues so that they can be addressed effectively. Take initiatives to increase the participation and empowerment of women in the service delivery and decision-making process of the City Corporation. The initiatives should try to create an environment where women can actively engage in discussions and have their voices heard. Increase public awareness so that the general public elect the most eligible representatives and are aware of their rights and responsibilities. Collect feedback from the citizens at the ward level to gain insight into the people's problems, socio-economic conditions, welfare level, education, health, etc. Moreover, the elected representatives need to have a proper understanding of the people's needs and demands so that they can take the right measures to address them. The City

Corporations and service providing organisations (WASA, CDA) need to ensure proper coordination between each other for the holistic development of the city. The elected representatives need to take regular initiatives to reduce waterlogging, repair broken roads and streets, and ensure proper water supply and waste disposal. To earn the people's trust, the elected representatives should be honest, virtuous, dependable, transparent and accountable to the people for the services they provide. So, there needs to be taken initiatives to encourage the participation and engagement of the citizens in the activities of the City Corporation. Sufficient tools, equipment and facilities for the provision of quality services need to be acquired and kept track of by the elected representatives so that they can react quickly to any shortages during a time of crisis. Furthermore, CCTV cameras, security guards and other similar security tools must be provided to keep the City Corporation area secure and safe for the people. In addition, there should be ensuring the proper management of natural resources to use LED lights, solar panels and other energy-saving initiatives to reduce the electricity cost. City Corporation desires to build recreational facilities like parks, monuments, playgrounds, pools, etc. to improve the standard of living of the citizens. These facilities can be helpful also generate revenue for the City Corporation.

8.3.1.6 Ordinary Citizens of the Cumilla City Corporation

City Corporation should create awareness among the general public through seminars, symposiums, public training facilities, media telecasting about the responsibility and rights of the citizens. This will encourage the people to go to the City Corporation for the solution of their problems and inform them about the importance of paying regular taxes and other service charges. Also, establish a solar panel system to compensate for the electricity shortage faced by the city and minimise the electricity wasted by the public through awareness campaigns. City corporation needs to be developed IT systems into the service delivery process and the monitoring and supervision of City Corporation activities to increase the speed of service delivery and the accountability of the City Corporation respectively as well as keep the streets clean and safe through regular waste disposal, cleaning, the provision of adequate street lighting and the patrolling of security guards. Bureaucratic complexities should be reduced to make it easier for the citizens to receive services. Mainly, tax collection from the city residents should be ensured and the amount of tax charged should be lowered. If necessary, some services should be

privatised. In additionally, City Corporation wishes to be taken initiatives to increase the participation and involvement of citizens in the activities of the City Corporation. This will result in better cooperation between the citizens and the government which can improve the governance process. It must be encouraged to provide proper sanitation, healthcare, recreational and educational facilities. For example, public toilets, childcare centres, care of children, mental healthcare hospitals, proper trashcans, parks, playgrounds, etc. The City Corporation should be more attuned to the public's needs and demands while providing services and devising development projects and should be ensured proper healthcare facilities, properly water supply, adequate drainage facilities, timely mosquito eradication drives. Finally, it can be said that people should be elected effective, wise and qualified people's representatives so that they can properly understand the people's needs and problems and take the right initiatives them. The participation and involvement of women should be ensured at all levels of the service delivery and decision-making process. The staffs who directly engage with the service recipients should be properly trained to be helpful, courteous and understanding towards the service recipients. Take initiatives to make the delivery of services more accessible, easy and flexible for the citizens. Moreover, measures to combat nepotism and bribery in the service delivery process should be taken. Take initiatives to prevent smoking in public places, sexual harassment of women, child marriage and other social issues that persist in the City Corporation area. More trees should be planted by the City Corporation to preserve the environment, provide clean air and shade, and for beautification.

8.4 Prescriptions for Building Citizens' Trust and Good Governance

(a) Vigilance Committee for Every City Corporation

The City Corporation was introduced in Bangladesh to develop the city areas and fulfil the citizens' necessities and demands. Since its inception, it has been working to do exactly that. However, recently it was observed that the officials and elected representatives of the City Corporations do not provide services on time. It was also observed that the service providers did not attend their offices on time either. They were perceived as not being mindful about the punctuality of service delivery. Therefore, to address these problems the government should form a vigilance committee for every City Corporation. The committee will comprise civil society members, local government experts, teachers and members of the general public. This

committee will monitor the attendance of employees in the office, the quality of the services provided, time management, and the activities of the elected representatives and of the others involved. This committee will ensure the transparency and accountability of the service providers.

(b) Specialised Training Institution for Service Providers

City Corporation provides an assortment of services to the citizens such as the issuance of birth, death, and character certificates. Additionally, the City Corporation has to plan and implement various development programs such as the construction and repair of roads and culverts, street lighting maintenance, drainage and waste management, etc. All of these activities are carried out and monitored by its employees. However, it was observed that some of the officials had failed to carry out their responsibilities properly. Moreover, due to the lack of proper knowledge or training, they had struggled to provide services on time. When the citizens do not receive services properly and on time, they lose their trust in the City Corporation. To address this issue, the government should consider forming a specialised national training institution for elected representatives and other service providers. This institution will provide the service providers with ethics; sensitivity, IT, management, and communication training which will them become more virtuous, honest, skilled and productive. As a result, they will be able to provide services correctly, effectively, quickly and impartially to the citizens.

(c) Better Affirmative Action Programs Needed to Increase Women's Involvement

Women comprise almost half the population of Bangladesh. In Bangladeshi society, they are responsible for carrying out important responsibilities like child-rearing, cooking, housekeeping, etc. which are not recognised as being productive. Bigotry, ignorance, religious misinterpretation, and conservative ideologies are the main barriers to women's empowerment in society. Women are not aware of their social, political, and economic rights. So, in local government institutions like the City Corporation, the participation of women is quite limited. To address this issue, the government should empower women by taking initiatives to provide technical, IT and gender equality education to women so that they are more aware of their rights and can stand up for themselves. Women are as capable as men in leadership. The current prime minister and education minister of Bangladesh are glowing examples of such a phenomenon.

(d) Appointment of Consultants

The service recipients expect online services (e-services) from the City Corporation. The City Corporation has already provided the necessary equipment for the provision of e-services. Although some services are already provided via the internet, the City Corporations plans to provide all services online. To facilitate this initiative, the government should update the City Corporation's rules, procedures and regulations and appoint IT or technical experts into the City Corporation level to deal with any server delays or other technical problems that may arise while providing quick online services to the citizens.

(e) More Allocation of Resources for City Corporation

From the field level surveys, it was reported that the City Corporations had charge high service charges for the services they had provided. The City Corporation authority in this regard responded that they had imposed high service charges due to paucity of funds at their disposal. Moreover, they said that the City Corporation struggled to collect taxes from the citizens efficiently. As a result, the City Corporations had to rely on the financial hand-outs from the central government. However, even that money was insufficient for them to implement their policies effectively. As a result, the City Corporations struggle to execute their plans and programs properly. To address this issue, the City Corporation should recruit a skilled tax collection workforce to improve its tax collection situation. Additionally, the central government should modify its policies and allocate an adequate amount of money for the City Corporations so that they can carry out their activities without financial constraints.

(f) Clear Duties and Responsibilities for Women Representatives in Reserved Seats

Currently, in the local government system, one-third of the female councillors were elected via the reserved seats in the City Corporation. From the field studies, it was alleged by the respondents that the women councillors had no apparent duties and responsibilities. In this regard, the local government municipal act is very ambiguous as well. It said that the women councillors could issue birth certificates, death certificates, character certificates, etc. However, in reality, only the male councillors could do so as their female counterparts weren't allowed to. The surveyed women councillors also pointed out that even though they represented more wards than their male counterparts, they were unable to exercise their powers due to the dominance of male councillors. To address this issue, the government should modify or formulate a new policy

that assigns and establishes separate duties and responsibilities for the women councillors. As a result, the government can ensure the empowerment of women at the local government level.

(g) Real Autonomy for the City Corporation:

According to the law, the City Corporation is autonomous or out of the control of the central government. It has the legal right to collect tax, make budgets, formulate and implement policies, etc. It can also utilise its tax revenue for the development of its city. From the field surveys, it was learned that the City Corporation authority could not exercise its autonomy due to direct/indirect directions or pressure from the central government and the influence of local elites and politicians. In this regard, the government should change its policies and ensure the autonomy of the City Corporations. As a result, the City Corporation will be free to properly address its domestic problems without pandering to the interests of others.

(h) New Organogram for the City Corporation

From the field level studies, it was observed that the City Corporation had struggled to provide services properly due to its shortage of manpower. As a result, the staff had to take on heavy workloads to provide services. For example, a single staff may be involved in the activities of many departments. Moreover, from the Cumilla Corporation, it was noticed that one of the officials was in charge of many important departments. To address this issue, the government should modify its current policies, modify or establish a new organogram of the City Corporation and appoint a sufficient amount of staff as soon as possible. As a result, the staff of the City Corporation will be able to provide better and faster services as they won't have to deal with excessive workloads.

8.5 Overview of Theoretical Understanding and Methodological Choices

This is a pure field level study which was performed based on the “Theory of Performance Management” in which performance management is the main theme of focus. The rationale behind the analysis of performance management and its theoretical relevance to the study is explained by the theoretical and methodological overviews below. Moreover, the overviews seek to explain the theoretical relevance study as well as the methodology used in the study.

8.6 Theoretical Relevance of the Study

The study was conducted on the basis of the performance management theory. Performance is measured using competence, efficacy, fairness, power, honesty and transparency as indicators. Performance indicates “economy, effectiveness, efficiency, excellence of service and financial functioning” (OECD, 2007). Performance management is a broader concept that perceives the organisation as an entity (encompassing the departments, processes, programmes, plans, possessions, and groups) that is dedicated to attaining its goals by sharing information through various transparent canals of communication. It is also a continuous process of detecting, measuring, and improving the performance of individuals, departments, and institutions. Performance management is also a technique of supervision which incorporates the measures of various executives and employees to an organisation’s goals. It specifies the procedures and the results that need to be achieved to meet these goals while observing and ensuring the commitment of stakeholders or agents to obtain those results (Curtis, 1999).

The main objective of behind the application of this theory on the study was to find out the present condition of good governance in the City Corporations of Bangladesh. Governance refers to the processes and structures that guide political and socio-economic relationships. Good governance ensures that the political, social and economic priorities are based on the broad consensus of the public and that the voices of the poorest and the most vulnerable are heard during the decision-making regarding the allocation of development resources. Good governance signifies good leadership, good planning, and willingness of both the public officials and citizens to honour the policies, customs, and standards. Finally, good governance is concerned about improving and preserving the people’s civil liberties like the right to security, proper healthcare, education, clean and safe water supply, freedom of expression, voting and due process. The universal society has mutual responsibility under international law to uphold and protect these liberties (Aid, 2009).

This study assessed some independents variables such as quality service delivery, social capital, citizens’ satisfaction and the trust of citizens. The quality of service delivery was assessed using the indicators: timeliness of service delivery, maintenance rules and procedures, skills and efficiency of the service providers, demand fulfilment of citizens, adequacy of rules and procedures, service charges for the services provided, etc. The level of social capital is directly

connected to good governance. It was assessed using the indicators: responsiveness, inclusiveness, reliability and courtesy. The citizen's satisfaction was measure using the indicators: the adequacy of service delivery and the satisfaction from the service delivered. The citizens' trust depended on the effectiveness and efficiency of service delivery and the behaviour of service providers towards the service recipients. Interestingly, the performance of the City Corporation played a dormant role in affecting citizens' trust in City Corporations.

Three dependent variables or indicators of good governance provided by the World Bank (regulatory quality, voice and accountability, and government effectiveness) were used in this study. These dependent and independents indicators can be measured perfectly using the performance management theory. Thus, the theory of performance management is relevant to this study.

8.7 Methodological Relevance of the Study

This study was conducted to gain insight into the present scenario of good governance in the City Corporations of Bangladesh. The study analysed some good governance indicators to draw its conclusions. The indicators are voice and accountability, regulatory quality, and government effectiveness. Voice and accountability refer to both the citizens' need to feel involved and be treated as a citizen as well as the accountability of all service providers. Regulatory quality is assessed by the level of quality service delivered by the City Corporations to its citizens. Government effectiveness refers to an institution's ability to produce the results necessary to fulfil its goals while making the best use of its resources.

Additionally, some of the other reliable indicators used were: timeliness, responsiveness, speed, accuracy, skills and efficiency of service providers, good behaviour of the service providers, maintenance of working relationships, efficiency, adequacy and awareness of the rules and procedures, etc. The methodology of this study had a quantitative focus while using the qualitative method for balancing data. Consequently, a mixed methodology was used in this study. Consequently, the study was carried out by conducting questionnaire surveys, interviews, focus group discussions and case studies. Moreover, structured and unstructured questionnaires were formed to take interviews on the field. Open-ended and closed-ended questionnaires were also utilised to collect information from the general public about the types of services they had

gotten from the City Corporations. The interviews that had been conducted were useful for gathering information about and gaining insights from the respondents about the research topic. The case studies were used by the researcher to assess the level of trust and good governance in the City Corporations. The researchers conducting the case studies tried to highlight the most important and relevant parts of each case study. Additionally, some focus group discussions were conducted to collect more reliable data. Moreover, the focus group discussions provided useful insight into the citizens' trust in the City Corporation. The focus group discussions were found to be practical and effective when used in combination with other research methods.

The elected representatives and staff of the City Corporation were also interviewed about whether the rules and procedures and the voice and accountability were ensured, how they had interacted with the general public while providing services, and the prevailing problems faced by the citizens.

Overall, it can be said that the questionnaire surveys, interviews, focus group discussions and case studies used in this study were effective in understanding the current level of performance, trust and good governance in the City Corporations.

8.8 Implications for Future Research

The study verified the impact of different variables in the formation of trust in the perspective of Bangladesh. It was found that, in Bangladesh, the governance variables had a comparatively higher influence on trust formation. Moreover, it was apparent that the citizens had a high level of trust in their respective City Corporations as the Local Government Institutions (LGIs) of Bangladesh. However, there is still an ambiguous picture of the citizens' trust in the LGIs of Bangladesh. So, this ambiguity creates a scope for further research on the City Corporations of Bangladesh. Moreover, dimensions like the extent to which factors like quality service delivery, social capital quality and citizen's satisfaction Furthermore, this study measured the quality of the services delivered, the level of citizens' trust, and the people's satisfaction from services they had received. Influenced the citizens' trust in local government institutions can be useful for further research in Bangladesh.

8.9 The Final Impression

Trust is a crucial element for the construction of a capable government (Lewicki and Tomlinson, 2003). If the City Corporations want to be perceived as trustworthy by their citizens, they need to seriously consider the factors that affect the citizens' trust in the institutions. Since different groups of people have different demands, needs and expectations from their local government institutions (resulting in different levels of trust), a relationship based on the trust between the citizens and the service providers will be built on the amalgamation of the citizens' trust in the local government institution's service providers, service delivery mechanism and in its capacity to formulate decisions. (Parker et al., 2008).

This chapter creates a comparative review between the Cumilla and Chattogram City Corporations' levels of citizens' trust and good governance based on the researcher's observations and findings from the study and assessments of the previous chapters. The study analyses the major findings according to the analytical framework used. Additionally, this study presents the key findings and describes the policy implications of these findings. To conduct the study, many trust-related theories (on which the main variables are based on) have been explored and presented. Based on these main variables, the study was conducted on the two aforementioned City Corporations. Moreover, data analysis carried out on the information gathered from the study. Specifically, the correlation of a set of instructive variables was presented in this study. Moreover, based on these findings and observations, the study provides some recommendations. Furthermore, the study also highlights the key limitations and delineates some guidelines for research. The study followed a mixed-method to analyse the relationship between the citizen's trust and the good governance variables of the studied local government institutions. It also evaluates the socio-demographic profile of the respondents. The primary data were collected from structured questionnaire surveys. Key informant interviews, case studies and focus group discussions were also conducted in the study to ensure the trustworthiness and rationality of the study. Moreover, the analytical framework /models were also utilised to identify the variables that might affect citizens' trust in local government institutions.

Trust is a key component of performance within the local government institutions. Citizens' trust in local government institutions has been a serious issue for stakeholders and citizens. Thus the comparative study had been conducted on the Cumilla and the Chattogram City Corporations in

the context of Bangladesh. The reason for the selection of these two City Corporations was the differences in their geographical locations, administrative structures, performance, and history. The study also highlighted the common factors from the City Corporations that were associated with the citizens' trust in local government institutions. The study also utilised a quantitative method to find out the connection between the level of citizens' trust and good governance in Bangladesh. It also outlined the socio-demographic profiles of respondents whose responses were used to assess the citizen's trust in both City corporations. Data comprised primary sources, secondary sources and questionnaire surveys conducted in 2019-2020. The sample size was 400. Correlation analysis based on independent and dependent variables was carried out using SPSS.

The objective of the study was to explore the relationship between the citizens' trust and good governance in the context of local government institutions and to identify and understand the nature and extent of citizens' trust based on the selected indicators of good governance in the Cumilla and Chattogram City Corporations. Overall, the study found that the level of citizens' trust in both Cumilla City Corporation and Chattogram City Corporation was satisfactory. Comparatively, the respondents from the Chattogram City Corporation reported a higher level of trust than the respondents from the Cumilla City Corporation. Specifically, 23% of the citizens' from the Chattogram City Corporation reported a "good" level of trust in local government institutions while 46% of the citizens' from the Cumilla City Corporation did the same.

In this regard, the study has also examined three independent variables using its respective sub-indicators. 1) Quality Service Delivery: timelines, demand fulfilment, regularity, efficiency, maintenance of rules and procedures 2) Social Capital inclusive: reliability, responsiveness, and courtesy 3) Citizen's Satisfaction: quality/standard, outcome/productivity.

Interestingly, socio-demographic characteristics like age, gender, occupation, educational qualifications of the participants significantly affected the participants' level of trust. However, in this regard, the gender and occupation of the participants were poor indicators of trust in both City Corporations. On the other hand, the timelines and efficiency of the service providers and the inclusiveness of citizens had a significant impact on the citizens' trust in both City Corporations. Therefore, better performance regarding the delivery of services can result in higher levels of trust. Moreover, the respondents from the Chattogram City Corporation were relatively more satisfied with the overall performance of their City Corporation than their

counterparts from Cumilla. However, the trust level of the respondents from the Chattogram City Corporation was lower than the respondents from the Cumilla City Corporation.

From the comparative correlation between quality service delivery and good governance, it was revealed that timeliness of service delivery, demand fulfilment of citizens, regularity maintenance, skills and efficiency of the service providers, and the awareness of rules and procedures were positively (+1) correlated with good governance in the Chattogram and Cumilla City Corporations. On the other hand, the service charges for the services provided and the adequacy of rules and procedures were negatively (-1) correlated with good governance in the Cumilla City Corporation. This suggests that the old rules, procedures and regulations need to be updated while new ones need to be included. Similarly, from a comparative correlation between social capital and good governance, it was observed that the extent of consultation about the service delivery, the involvement of women, reliability of the services provided relative to the other sources of service, the responsiveness of City Corporation, good behaviour of the staff, and the maintenance of good working relationships were positively (+) correlated with good governance in both City Corporations. On the other hand, promise fulfilment is negatively (-1) correlated with good governance in both City Corporations. These correlations suggest that to increase good governance, the supply of manpower, budget allocations, the skills of the service providers and the level of promise fulfilment of the mayors need to be improved. Moreover, from the comparative correlation between the citizens' satisfaction and good governance, it was found that the satisfaction from the service delivered and the adequacy of service delivery was positively (+1) correlated with good governance in both City Corporations. It meant that the more satisfied the citizens were with services they had received and the more adequate the service delivery was, the higher the good governance in both City Corporations would be. So, it can be said that quality service delivery, social capital and citizens' satisfaction are closely related to good governance and it may increase the citizens' trust in public organisations.

The findings reveal that the citizen's trust varies from one organisation to another. Regarding quality service delivery, the Cumilla City Corporation respondents reported a better level of timeliness of the service providers than the respondents from the Chattogram City Corporation did. Specifically, from the Cumilla City Corporation, 46% of common citizens, 60% of elected representatives and 60% of the staff surveyed reported high levels timeliness. Similarly, from the

Chattogram City Corporation, 36% of the common citizens, 40% of the elected representatives, and 50% of the staff surveyed reported a low overall level of timeliness of the services they had received. This suggests that the Chattogram City Corporation staff suffer from heavy workloads resulting in irregular service delivery. In the case of demand fulfilment, the majority of respondents (36% of the common citizens, 40% of the elected representatives and 50% of the staff surveyed) from the Chattogram City Corporation reported a low level of demand fulfilment. On the other hand, the majority of respondents (40% of the common citizens, 40% of the elected representatives, and 70% of the staff surveyed) from the Cumilla City Corporation reported a high level of demand fulfilment. Overall, this suggests that the respondents from the Cumilla City Corporation reported a higher level of demand fulfilment than the respondents from the Chattogram City Corporation did. Additionally, the majority of the respondents (50% of common citizens, 30% of elected representatives, and 70% of staff surveyed reported a 'good' level of regularity maintenance) from the Cumilla City Corporation reported a higher level of regularity maintenance of the services provided than the majority of respondents from the Chattogram City Corporation did (32% of common citizens, 50% of elected representatives, 50% of the staff surveyed reported "average", "good" and "very good" level of regularity maintenance respectively). On the other hand, the majority of respondents (46% of the common citizens, 50% of the elected representatives, 70% of the staff surveyed reported "good", "very good" and "good" levels of skill and efficiency respectively) from the Cumilla City Corporation reported a lower level of skills and efficiency possessed by their respective service providers than the majority of respondents from the Chattogram City Corporation did (39% of the common citizens, 50% of the elected representatives and 70% of the staff surveyed reported "very good", "excellent" and "very good" levels of skills and efficiency respectively). In case of delays in the delivery of services, the respondents from both Chattogram City Corporation (44% of the ordinary citizens, 30% of the elected representatives and 40% of the staff reported that the services had "average delay", "very little delay" and "not delayed" respectively) and the Cumilla City Corporation (41% of the common citizens, 40% of the elected representatives and 50% of the staff reported that the services had "average delay", "very little delay" and "very little delay" respectively) reported a high level of delays. Additionally, regarding the problems encountered, the respondents from both City Corporation expressed positive results. Specifically, 26% of the common citizens, 40% of the elected representatives and 40% of the staff surveyed from the

Cumilla City Corporation reported “low”, “moderate” and “low” levels of problems encountered respectively while 45% of the ordinary citizens, 30% of the elected representatives and 30% of the staff surveyed from the Chattogram City Corporation reported “not at all”, “moderate” and “moderate” levels of problems encountered. The mayor and councillors should be more active in solving the existing problems by prioritising the problematic areas within their jurisdiction.

The findings on social capital in the study show the current levels of social capital in the Cumilla and Chattogram City Corporations. In the case of consultation about service delivery, the scenario was adverse for both City Corporations according to its respondents. Specifically, 37% of the common citizens, 40% of the elected representatives and 40% of the staff surveyed from the Cumilla City Corporation reported “low”, “moderate” and “low” levels of consultation respectively while 46% of the common citizens, 40% of the elected representatives and 40% of the staff surveyed from the Chattogram City Corporation reported “moderate”, “high” and “moderate” levels of consultation respectively. Clearly, the consultancy level of the City Corporation (especially the Cumilla City Corporation) had a lot of room for improvement. To address this issue, the mayor and councillors should be cooperative and engaging towards the people so that they feel more involved and have their voices heard in the decision-making process. Additionally, in the context of both City Corporations, the satisfaction of the citizens with the performance of the City Corporation was positively associated with the citizens’ trust in the local government institutions. This suggests that good governance is related to trust and organisational performance. In this regard, the majority of respondents from both City Corporations responded that they were satisfied with the performance of their respective City Corporation. Specifically, when the respondents from both City Corporations were asked whether or not they were satisfied with the overall performance of their respective City Corporation, 77% of the common citizens and 100% of the staff and elected representatives surveyed from Chattogram City Corporation as well as 70% of the ordinary citizens and 100% of the staff and elected representatives surveyed from Cumilla City Corporation responded “Yes”. Overall, it is apparent that a greater proportion of respondents from the Chattogram City Corporation expressed satisfaction from the overall performance of their respective City Corporation than the respondents from the Cumilla Corporation.

In conclusion, the satisfaction of the respondents from the overall performance of the City Corporation is a good indicator of the citizens' trust in both City Corporations. On the other hand, the factors of quality service delivery (timeliness, demand fulfilment, regularity maintenance, skills and efficiency of the service providers, delay of service provision, awareness of the rules and procedures, adequacy of the rules and procedure, problems encountered) and social capital (the extent of consultation about the service delivery, women's involvement in the discussion process, the extent of responsiveness, the extent of reliability, behaviour of the service providers, the level of promise fulfilment by elected representatives, maintenance of working relationships) can play an important role in improving the citizens' trust and ensuring good governance in public institutions. Finally, it can be said that the new findings of this study can be used to ensure the citizens' trust and good governance by improving organisational performance.

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List of Annexures

Annexure-1: Questionnaire for General Citizens

Questionnaire for General Citizen of City Corporation (the Cumilla City Corporation and the Chattogram City Corporation)

Title of the Study: Citizens' Trust and Good Governance in Local Government Institutions (LGIs): A Comparison of Two City Corporations

Research Objectives

1. To explore the nexus between citizen's trust and good governance in the context of local government institutions;
2. To identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organization (the Cumilla City Corporation and the Chattogram City Corporation).

Part A: General Information

Name of the Citizen:

Ward No:.....

Gender:.....

Age:.....

Education:.....

Profession:.....

Income:.....

Type of the House:.....

Year of Construction of House:.....

Holding No. of House:.....

Part B: Specific Information

1. Do you receive services from Cumilla/ Chattogram City Corporation?

- Yes No No Response.

If “No”, please express the reasons

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.....

2. Type of Service receiving from the City Corporation in Respondents Locality:

- 8 Water purification and supply
- 9 Sewage treatment and disposal
- 10 Garbage disposal and street cleanliness
- 11 Solid waste management
- 12 Building and maintenance of roads and streets
- 13 Street lightening
- 14 Maintenance of parks and open spaces
- 15 Cemeteries and Crematoriums
- 16 Registering of births and deaths
- 17 Conservation of heritage sites
- 18 Disease control, including immunization
- 19 Public municipal schools, etc.

3. Year of Registration of House/ Holding under City Corporation.....

4. Amount of Fees / Charges is paid to the City Corporation for Getting Services:

Types of Services	Amount of Fees/ Charges	Yearly/ Monthly
a)		
b)		
c)		
d)		
e)		
f)		
g)		
h)		

- i)
- j)
- k)
- l)

Quality Service Delivery

5. To what extent does the service provider maintain “timeliness”? Indicate the level of timeliness in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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

6. To what extent demand has been fulfilled by the delivery of the services of City Corporation? Indicate the level of the fulfil of demand in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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

7. To what extent the delivery of the services of City Corporation is maintained on a regular manner? Indicate the level of the regularity maintenance in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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8. To what extent the service providers have the necessary skills and efficiency to provide the services? Indicate the level of the skills and efficiency of the service providers in the following

0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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9. Do you find any delay in service provision? Indicate the level of the delay in the following 0-5 scale) and give reasons (Extremely delayed = 5, Very delayed=4; Average delayed =3; Little delayed =2; Very little delay=1 and Not delayed =0)

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.....

10. Do you consider the service charge of the services you received is just and cost-efficient?

Indicate the level of the delay in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

11. Are you aware of the rules and procedure of receiving services? What is your opinion about the level of complexity of such rules and procedures? Indicate the level of complexity in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

.....
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.....

12. What is your opinion about the level of adequacy of such rules and procedures? Indicate the level of the adequacy in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

13. Do you currently encounter any problem in receiving the services? Indicate the level of the problems encountered in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

Social Capital

14. What is your opinion about the extent of consultation about the service delivery of City Corporation? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

15. What is your opinion about the extent of involvement of women in the process of discussion? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

16. What is your opinion about the extent of reliability than the other sources of services? Indicate the level of the reliability in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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

17. What is your opinion about the extent of responsiveness of City Corporation towards the demand and feedback of the service recipients? Indicate the level of the responsiveness in the following 0-5 scale and give reasons (Excellent response= 5, Very Good=4; Good=3; Average=2; Low =1 and Not responsive=0)

.....
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.....

18. Please give your opinion about privatizing some of the services of City Corporations for better efficiency?

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.....

19. What is the level and extent of behaviour by the service providers of City Corporations to the service recipients? Indicate the level of the behaviour of the service providers in the following 0-5 scale and give reasons (Excellent = 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory =0)

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

20. To what extent the promises are fulfilled by the elected representatives of the City Corporations?

- Yes No No Response.

Indicate the level of the promise fulfilment in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

.....
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21. Overall, do you consider the service recipient and service provider (City Corporations) maintain a good functional relation? Please explain and indicate the level of the maintenance of working relationships in the following 0-5 scale (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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Citizen's Satisfaction

22. Are you satisfied with the quality or standard of the delivery of services of Cumilla/ Chattogram City Corporation? Indicate the level of satisfaction of the delivery of services in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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23. Do you consider the services delivered and outcome produced by the City Corporation are adequate? Indicate the level of adequacy of the delivery of services and outcome produced in the following 0-5 scale and give reasons: (Very Highly Adequate= 5, Highly Adequate =4; moderately Adequate =3; Low=2; Very Low =1 and Inadequate =0)

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Overall Performance Assessment

24. What is your opinion about the level of trust of the service recipients/ citizen's on the City Corporations? Indicate the intensity of the level of trust in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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25. How far trust in the city corporation's is important for building good governance on the organization by the service recipient/citizens? Indicate the level of importance of trust for building good governance in the organization by the service recipient/ citizen's in the following 0-5 scale and give reasons (Essential= 5, Very Important=4; Important=3; Moderately Important=2; Not So Important =1 and None=0)

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26. What are the major obstacles on the way to strengthen the trust of the service recipient/citizen's on the City Corporations? Please explain.

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27. Do you consider the overall performance of the city corporation is satisfactory?

Yes No No Comments.

If Yes, Indicate the level of overall satisfaction in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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28. Please provide some suggestions with regard to improving the performance of the City Corporations.

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Thank You

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

Annexure-2: Interview Schedule for Honourable Mayor

Interview with the Honourable Mayor of the Cumilla & the Chattogram City Corporation

Title of the Study: Citizens' Trust and Good Governance in Local Government Institutions (LGIs): A Comparison of Two City Corporations

Research Objectives

- 20 To explore the nexus between citizen's trust and good governance in the context of local government institutions;
- 21 To identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organization (the Cumilla City Corporation and the Chattogram City Corporation).

Part A: General Information

Name:

Age:.....

Education:.....

Other Profession/ Position in Other Organization:.....

Elected as Mayor in the Year in City Corporation:.....

Part B: Specific Information

Quality Service Delivery

1. To what extent the service providers follow "timeliness"? Indicate the level of timeliness in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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2. To what extent demand has been fulfilled by the delivery of the services of City Corporation? Indicate the level of the fulfil of demand in the following 0-5 scale) and give reasons (Excellent=5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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3. To what extent the delivery of the services of City Corporation is maintained on a regular manner? Indicate the level of the regularity maintenance in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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4. To what extent the service providers have the necessary skills and efficiency to provide the services? Indicate the level of the skills and efficiency of the service providers in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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5. Do you find any delay in service provision? Indicate the level of the delay in the following 0-5 scale) and give reasons (Extremely delayed = 5, Very delayed=4; Average delayed =3; Little delayed =2; Very little delay=1 and Not delayed =0)

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6. Do you consider the service charge of the services you received is just and cost-efficient?

Indicate the level of the delay in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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7. Are you aware of the rules and procedure of receiving services? What is your opinion about the level of complexity of such rules and procedures? Indicate the level of complexity in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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8. What is your opinion about the level of adequacy of such rules and procedures? Indicate the level of the adequacy in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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9. Do you currently encounter any problem in receiving the services? Indicate the level of the problems encountered in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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Social Capital

10. What is your opinion about the extent of consultation about the service delivery of City Corporation? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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11. What is your opinion about the extent of women's involvement in the discussion process? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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12. What is your opinion about the extent of reliability than the other sources of services? Indicate the level of the reliability in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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13. What is your opinion about the extent of responsiveness of City Corporation towards the demand and feedback of the service recipients? Indicate the level of the responsiveness in the following 0-5 scale and give reasons (Excellent response= 5, Very Good=4; Good=3; Average=2; Low =1 and Not responsive=0)

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14. Please give your opinion about privatizing some of the services of City Corporations for better efficiency?

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15. What is the level and extent of behaviour by the service providers of City Corporations to the service recipients? Indicate the level of the behaviour of the service providers gesture and manners in the following 0-5 scale and give reasons (Excellent = 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory =0)

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16. To what extent the promises are fulfilled by the elected representatives of the City Corporations?

- Yes No No Response.

Indicate the level of the promise fulfilment in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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17. Overall, do you consider the service recipient and service provider (City Corporations) maintain a good functional relation? Please explain and indicate the level of the maintaining working relationship in the following 0-5 scale (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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Citizen's Satisfaction

18. Are you satisfied delivery of services of Cumilla/ Chattogram City Corporation? Indicate the level of satisfaction of the delivery of services in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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19. Do you consider the services delivered and outcome produced by the City Corporation are adequate? Indicate the level of adequacy of the delivery of services and outcome produced in the following 0-5 scale and give reasons: (Very Highly Adequate= 5, Highly Adequate =4; moderately Adequate =3; Low=2; Very Low =1 and Inadequate =0)

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Overall Performance Assessment

20. What is your opinion about the level of trust of the service recipients/ citizen's on the City Corporations? Indicate the intensity of the level of trust in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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21. How far trust in the city corporation's is important for building good governance on the organization by the service recipient/citizens? Indicate the level of importance of trust for building good governance in the organization by the service recipient/ citizen's in the following 0-5 scale and give reasons (Essential= 5, Very Important=4; Important=3; Moderately Important=2; Not So Important =1 and None=0)

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22. What are the major obstacles on the way to strengthen the trust of the service recipient/ citizen's on the City Corporations? Please explain.

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23. Do you consider the overall performance of the city corporation is satisfactory?

- Yes No No Comments.

If Yes, Indicate the level of overall satisfaction in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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24. Please provide some suggestions with regard to improving the performance of the City Corporations.

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Thank You

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

Annexure-3: Interview Schedule for People's Representative

Questionnaire for Interview with People's Representative/ Councillor

Title of the Study: Citizens' Trust and Good Governance in Local Government Institutions (LGIs): A Comparison of Two City Corporations

Research Objectives

- 22 To explore the nexus between citizen's trust and good governance in the context of local government institutions;
- 23 To identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organization (the Cumilla City Corporation and the Chattogram City Corporation).

Part A: General Information

Name of the People's Representative:

Position:.....

Ward No:.....

Age:.....

Education:.....

Gender:.....

Other Profession/ Position in Other Organization:.....

Elected as Councillor in the Year in City Corporation:.....

Number of Times Elected as Representative in Local Government Institutions (LGIs):

Year of Election Name of Local Government Institution Elected as (Name of Position)

Type of Services provided to the citizens of elected Ward/ Area during the period of duration of service as the people's representative

a)

- b)
- c)
- d)
- e)

Part B: Specific Information

Quality Service Delivery

1. To what extent did the service provider maintain “timeliness”? Indicate the level of timeliness in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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2. To what extent demand has been fulfilled by the delivery of the services of City Corporation? Indicate the level of the fulfil of demand in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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3. To what extent the delivery of the services of City Corporation is maintained on a regular manner? Indicate the level of the regularity maintenance in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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4. To what extent the service providers have the necessary skills and efficiency to provide the services? Indicate the level of the skills in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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5. Do you find any delay in service provision? Indicate the level of the delay in the following 0-5 scale) and give reasons (Extremely delayed = 5, Very delayed=4; Average delayed =3; Little delayed =2; Very little delay=1 and Not delayed =0)

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6. Do you consider the service charge of the services you received is just and cost-efficient?

Indicate the level of the delay in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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7. Are you aware of the rules and procedure of receiving services? What is your opinion about the level of complexity of such rules and procedures? Indicate the level of complexity in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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8. What is your opinion about the level of adequacy of such rules and procedures? Indicate the level of the adequacy in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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9. Do you currently encounter any problem in receiving the services? Indicate the level of the problems encountered in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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Social Capital

10. What is your opinion about the extent of consultation about the service delivery of City Corporation? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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11. What is your opinion about the extent of women's involvement in the discussion process? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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12. What is your opinion about the extent of reliability than the other sources of services? Indicate the level of the reliability in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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13. What is your opinion about the extent of responsiveness of City Corporation towards the demand and feedback of the service recipients? Indicate the level of the responsiveness in the following 0-5 scale and give reasons (Excellent response= 5, Very Good=4; Good=3; Average=2; Low =1 and Not responsive=0)

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14. Please give your opinion about privatizing some of the services of City Corporations for better efficiency?

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15. What is the level and extent of behaviour by the service providers of City Corporations to the service recipients? Indicate the level of the behaviour of the service providers in the following 0-5 scale and give reasons (Excellent = 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory =0)

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16. To what extent the promises are fulfilled by the elected representatives of the City Corporations?

- Yes No No Response.

Indicate the level of the promise fulfilment in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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17. Overall, do you consider the service recipient and service provider (City Corporations) maintain a good functional relation? Please explain and indicate the level of the maintaining good relationship in the following 0-5 scale (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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Citizen's Satisfaction

18. Are you satisfied delivery of services of Cumilla/ Chattogram City Corporation? Indicate the level of satisfaction of the delivery of services in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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19. Do you consider the services delivered and outcome produced by the City Corporation are adequate? Indicate the level of adequacy of the delivery of services and outcome produced in the following 0-5 scale and give reasons: (Very Highly Adequate= 5, Highly Adequate =4; moderately Adequate =3; Low=2; Very Low =1 and Inadequate =0)

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Overall Performance Assessment

20. What is your opinion about the level of trust of the service recipient/ citizen's on the City Corporations? Indicate the intensity of the level of trust in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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21. How far trust in the city corporation's is important for building good governance on the organization by the service recipient/ citizen's? Indicate the level of importance of trust for building good governance in the organization by the service recipient/ citizen's in the following 0-5 scale and give reasons (Essential= 5, Very Important=4; Important=3; Moderately Important=2; Not So Important =1 and None=0)

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22. What are the major obstacles on the way to strengthen the trust of the service recipient/ citizen's on the City Corporations? Please explain.

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23. Do you consider the overall performance of the city corporation is satisfactory?

- Yes No No Comments.

If Yes, Indicate the level of overall satisfaction in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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24. Please provide some suggestions with regard to improving the performance of the City Corporations.

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Thank You

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

Annexure-4: Interview Schedule for Employees/ Staffs

Questionnaire for Interview with the Employee/ Staff/ Secretary of the Cumilla & the Chattogram City Corporation

Title of the Study: Citizens' Trust and Good Governance in Local Government Institutions (LGIs): A Comparison of Two City Corporations

Research Objectives

1. To explore the nexus between citizen's trust and good governance in the context of local government institutions;
2. To identify and understand the nature and extent of citizen's trust based on the selected indicators of good governance in the studied organization (the Cumilla City Corporation and the Chattogram City Corporation).

Part A: General Information

Name of the Employee/ Staff/ Secretary:

Designation:.....

Ward No:.....

Gender:.....

Age:.....

Education:.....

Duration of the Service:.....

Duties/ Job Responsibilities in the City Corporation's Job:

a)

b)

c)

d)

Type of Services provided by Staff/ Employee/ Secretary to the citizen's from the City Corporation.....

- a)
- b)
- c)
- d)

Part B: Specific Information

Quality Service Delivery

1. To what extent the service providers follow “timeliness”? Indicate the level of timeliness in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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2. To what extent demand has been fulfilled by the delivery of the services of City Corporation? Indicate the level of the fulfil of demand in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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3. To what extent the delivery of the services of City Corporation is maintained on a regular manner? Indicate the level of the regularity maintenance in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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4. To what extent the service providers have the necessary skills and efficiency to provide the services? Indicate the level of the skills and efficiency in the following 0-5 scale) and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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5. Do you find any delay of service provision? Indicate the level of the delay in the following 0-5 scale) and give reasons (Extremely delayed = 5, Very delayed=4; Average delayed =3; Little delayed =2; Very little delay =1 and Not delayed =0)

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6. Do you consider the service charge of the services you received is just and cost efficient?

Indicate the level of the delay in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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7. Are you aware of the rules and procedure of receiving services? What is opinion about the level of complexity of such rules and procedures? Indicate the level of complexity in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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8. What is your opinion about the level of adequacy of such rules and procedures? Indicate the level of the adequacy in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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9. Do you currently encounter any problem in receiving the services? Indicate the level of the encounter problem in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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Social Capital

10. What is opinion about the extent of consultation about the service delivery of City Corporation? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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11. What is your opinion about the extent of involvement of women's involvement in the discussion process? Indicate the level of the consultation in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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12. What is your opinion about the extent of reliability than the other sources of services? Indicate the level of the reliability in the following 0-5 scale and give reasons (Very High= 5, High=4; Moderate=3; Low=2; Very Low =1 and Not at all=0)

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13. What is your opinion about the extent of responsiveness of City Corporation towards the demand and feedback of the service recipients? Indicate the level of the responsiveness in the following 0-5 scale and give reasons (Excellent response= 5, Very Good=4; Good=3; Average=2; Low =1 and Not responsive=0)

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14. Please give your opinion about privatizing some of the services of City Corporations for better efficiency?

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15. What is the level and extent of behaviour by the service providers of City Corporations to the service recipients? Indicate the level of behaviour the in the following 0-5 scale and give reasons (Excellent = 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory =0)

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16. To what extent the promises are fulfilled by the elected representatives of the City Corporations?

- Yes No No Response.

Indicate the level of the promise fulfilment in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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17. Overall, do you consider the service recipient and service provider (City Corporations) maintain a good functional relation? Please explain and indicate the level of the maintaining working relationship in the following 0-5 scale (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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Citizen's Satisfaction

18. Are you satisfied delivery of services of Cumilla/ Chattogram City Corporation? Indicate the level of satisfaction of the delivery of services in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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19. Do you consider the services delivered and outcome produced by the City Corporation are adequate? Indicate the level of adequacy of the delivery of services and outcome produced in the following 0-5 scale and give reasons: (Very Highly Adequate= 5, Highly Adequate =4; moderately Adequate =3; Low=2; Very Low =1 and Inadequate =0)

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Overall Performance Assessment

20. What is your opinion about the level of trust of the service recipient/ citizen's on the City Corporations? Indicate the intensity of the level of trust in the following 0-5 scale and give reasons (Excellent= 5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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21. How far trust in the city corporation's is important for building good governance on the organization by the service recipient/ citizen's? Indicate the level of importance of trust for building good governance in the organization by the service recipient/ citizen's in the following 0-5 scale and give reasons (Essential= 5, Very Important=4; Important=3; Moderately Important=2; Not So Important =1 and None=0)

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22. What are the major obstacles on the way to strengthen the trust of the service recipient/ citizen's on the City Corporations? Please explain.

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23. Do you consider the overall performance of the city corporation is satisfactory?

Yes

No

No Comments.

If Yes, Indicate the level of satisfaction in the following 0-5 scale and give reasons (Excellent=5, Very Good=4; Good=3; Average=2; Low =1 and Not satisfactory=0)

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24. Please provide some suggestions with regard to improving the performance of the City Corporations.

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Thank You

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