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A DIGITAL VISION FOR BRIDGING STATE-LEVEL INSTITUTIONAL VOIDS AND FULFILLING INCHOATE DEMANDS IN THE BOTTOM OF PYRAMID MARKETS: CASE OF THE BANGLADESH FOREIGN MINISTRY

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1. Introduction

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Both the imaginaries (i.e., ‘the set of connotations, denotations, norms, values, behaviours, institutions, laws, regulations, and above all, the symbols and the symbolisms through which the human individuals conceive the whole construct of their social ecosystem and ascribe tangible and referable meanings to them), and the social/political forms and dimensions arising out of them are changing. Whether or not one is the cause and the other the consequence or whether both are ‘cohabitating’ and ‘coevolving’ is a question which we can only create conjectures about but not really give a decisive answer to. The form, focus and impact of any conjecture or for that matter of any projection needs testing and testing requires time. All that we have at hand are some records of organisations and communities both past and present to make sense of the typology of organisational narratives arising from the present into the future. Even the ideas associated with utopia and dystopia or for that matter retropia are as divergent as the harmonic rhythms that the three words imbibe in their pronunciation. What is often even more frustrating is the idea that choosing one over the other might deliver quick wins or short-term emancipations at the cost of a long term and much deeper disenfranchisement of human freedom and autonomy of actions and thoughts. All these are happening at a time when the global understanding of the organisations is taking a marked shift from puritanically Weberian ideologies and enumerations to a more fluid or liquid state of affairs when the societies are more assertive and can have both a stake and a say about how its constituent organisations, power structures and relational algorithms would operate, interact and finally choose to ‘act’ in Defense of their self interest, enlightened or not. Bauman’s de-territorialisation of the ideas of the organisations, especially that of the Westphalian state system is an organic example of how epistemologically complex yet harmonically coherent the ideas of rendering governance to both individuals and their many communities and societies are. Organisations have a personality in this great game of human civilisation and it’s cycles of conception, evolution and transcendence reflect the changing nature of the various modes of organisation and social relations under conditions of prefigurative politics. The thematics give rise to new questions, new challenges and new visions while renewing at the same time an attempt to hold on more emphatically to the older questions, and even to the older challenges and older visions presumably with an overtly apparent tendency to find solace and security in the known – despite knowing their inadequacies, constrictions and restrictions of ideations. Boundaries and frontiers are shifting. As are the definitions marking their existence and acceptance. Regaining trust for the organisations in an era where the individual and her identity are precious commodities is a tougher challenge than ever conceived before.

The recent history of the world, especially its many narratives across the many layers of, non-exhaustively, individuals, peoples, nations, faith systems, governance types, resource endowments, entrepreneurial tendencies, artistic propensities, etc. can be surmised in few broad brushstrokes. The renaissance, a European-driven colonialisation of almost the entire planet, breakdown or at least a severe degeneration of the legacy governance architectures in the colonised zones, an over-eschewed consolidation – spawned by transfers of wealth from colonies and a steam powered industrial revolution marked the three hundred years of global history till the nineteenth century. In spite of two great wars, and several major conflicts, rapid and domino breakthroughs in many areas of scientific discoveries – including in medicine, in physics and in chemistry; coupled with an hitherto unforeseen reach and ease of operating in

a knowledge-brokered, skill-centric, market-driven, liberal-enterprise architecture gave the Western institutional heritages an unprecedented advantage across all layers of tactical, operational and strategic epistemologies in the field of statecraft over much of the twentieth century. Very few regions or countries could even conceptualise a modicum of state formation beyond that which was proscribed or prescribed by the West. But over the past couple of decades, particularly in last twenty years – with the rabid introduction of the internet, a new space has arisen on the face of the history of the world.

The Digital Space. The Digital Space has many definitions. It has many conceptualisations, and it also has many layers of connotations. Depending on the purpose and on the impact that the space creates for the actors (or non-actors, also known as, the non-playing characters in the gaming world), the Digital Space, from a certain angle, is a communication technology inspired hybrid ecosphere of the human mind and the simpler editions of sheer data storages. It is a complex and distributed landscape. It encompasses both debates and definitions in technical, economic, political, social, military, law enforcement and intelligent areas of human action. Establishment of formal and informal norms for state behavior and non-state actors, better legal mechanisms for addressing cross-border cybercrime, transparent national legislation for law enforcement, and endorsement of the need for encryption to protect the integrity of data are still work-in-progress.

2. Aim and Scope

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What we try to portray in this short piece is a flicker of a hint, of an indication, of how the digital space has come to both complement, augment and possibly replace some of the tenets of the state system with a particular reference to the states hosting the 'Bottom of Pyramid' markets and are characterized by institutional voids which permeate the whole PESTEL (political, economic, social, technological, environmental and legal) spectrum of their institutional architecture and how digital systems have evolved in co-creating an innovation and entrepreneurship driven culture which can then reverse, inverse or upend the institutional voids caricatured by the functioning of the state, particularly in matters related to the conceptualization and delivery of public goods, ecosystem support and general socio-economic empowerment and inclusivity in matters related to rapid welfare gains.

In this paper, we shall commence with a reading of the general evolution of the state system and our projections of how we see the evolution over the next decades. We will focus on the primacy of the human individual in the overall milieu of the state system and make an assessment of some select existing literature to find out the economic agency and franchise of the human individual under the evolving definition of the state.

We will then examine some of the select readings on the relevance and impact of the phenomenon called the 'Bottom of Pyramid' (BOP) markets and the role that 'institutional voids' in the creation of the 'Bottom of Pyramid' markets ultimately contributing to deficiencies and inefficiencies in matters related to statecraft. As a subject matter, we shall examine some concepts of information asymmetries and the evolution of state systems and statecraft and the nature of BOP markets and their constituent voids as they play a larger and deeper role in their host states. Here, we will also examine some percepts of the liquidity of institutions under conditions of changing definitions and parameters and how they affect, both ways, the formation of the newer versions of the state.

The next part shall highlight some postulations on the roles of innovation and entrepreneurship in the 'digital space' as solutions to the problems created by the 'institutional voids' in matters related to statecraft. We shall make a case study from the experience of Bangladesh Foreign Office to highlight a possible solution to substantiate our claims in the chapter. Innovation and entrepreneurship as the solution to wicked problems of statecraft; digital technologies as measured for filling institutional voids; digital technologies for correcting information asymmetries'; digital technologies for creating innovation and entrepreneurship ecosystems, these three areas will be examined with greater depths as especially pertinent for ambitious, aspirational, and evolutionary state systems such as Bangladesh and the roles that organisations, such as the Bangladesh Foreign Office can play in creating the imaginaries necessary for making a clean break from the way services are delivered in the past or even in the present times. The evolving Digital Vision for the Foreign Office under the rubrique of a Digital Bangladesh and a Smart Bangladesh, as has been outlined by the Government of Bangladesh will be examined in light of an ideation deploying Complementary Asset Portfolios. Eventually a semantic evolution with corresponding institutional tangents highlighting the trajectory of the deployment of Complementary Asset Portfolios (CAP) leading to Minimum Viable Innovation Engines (MVIE) will be discussed. At a

secondary level the paper also hints at the possible evolution in the organisational technologies being (or which could be transferred and trained across the south-south or south-south-north collaboration nexus) developed and deployed by a Bottom of Pyramid market state system to cross income, wealth, knowledge and digital divides – levelling the ground and creating wealth functions previously unimaginable. It also hints at the possible evolutionary reflections in the ‘Systems’, ‘Processes’, ‘Organisations’ and ‘Cultures’ (SPOC) of the otherwise static (primarily because of legacy and other governance problems) and create more opportunities for the human individuals to exist, grow, prosper and enrichen themselves with nothing other than deployed ecosystem support. The idea is to sample a small part of the future to come and articulate a prediction to test.

This piece will be a staccato as long as the writing style is concerned. We shall take the necessary parts of some of the concepts that we believe are integral to the central idea of the paper and shall test the concluding projections against these ‘essential’ concepts for creating a narrative ark between the current state of play and the future state of the art that we envisage from the dialogues we have already commenced.

3. Statecraft: Considerations for a Geo-spatially Expanding Nation

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3.1 Setting the Stage: Choosing Bangladesh

There is an ongoing journey in the epistemology behind the formation and continuance of the state (as in countries). How the states came to be and how they continue to transpire and evolve to become are questions which remain forever more asked and even more attempted to be defined. As a forethought to why we need to have a clear understanding of the issues concerned under this headline is because the subject matter of this essay is Bangladesh and a large portion of its population is living abroad – both as permanent migrants and as temporary migrant workers. More than twelve million Bangladeshis live abroad, and the remittance sent home by the expatriates continue to be one of the more stable foundations of the state system in its efforts to evolve beyond some of its ‘givens’ and also for stabilising the flow and feedback loop of the public goods that it delivers both within and beyond the state’s constitutional/territorial boundaries. As the Business Post (2023¹) report suggests, there ‘may be’ close to thirteen million Bangladeshis abroad. While the exact numbers might prove to be too difficult to ascertain at this moment, it may very well be close to the actual number in existence. The same report goes on to suggest, “In 2021, the total income received by expatriates in Bangladesh was about BDT 2 lakh 33 thousand 200 crores (Bangladesh Taka 2,33,20,00,000,000/= which was roughly around 28 to 30 billion US\$), which is 5.28 percent of the GDP. In 2022, the amount of expatriate income in the country was Tk 222,600 crore (Bangladesh Taka 2,22,60,00,000,000/=; again around 27-28 billion US\$²), which is 4.55 percent of the GDP” (Hasan, 2023³). Approximately 500 to 700 thousand Bangladeshis travel abroad every year for work and temporary migration for work.

The role that remittance from the expatriate workers play in the gamut of national development has been articulated across many scholarly articles (Bruyn et al, 2005⁴; Nath and Mamun, 2010⁵; Mashuduzzaman, 2014⁶), and its micro-enterprise generating roles (Azad,

¹ <https://businesspostbd.com/opinion-todays-paper/the-role-of-expatriates-in-economic-development-of-bangladesh-2023-03-02>

² US\$ conversion varies because of the rapidly changing nature of the US\$ compared to Bangladesh Taka over 2022-2023 because of the Ukraine crisis, Fed Rate reserves, etc.

³ Hasan, P. The role of expatriates in economic development of Bangladesh. 2023. The Business Post. Dhaka. Accessed from : <https://businesspostbd.com/opinion-todays-paper/the-role-of-expatriates-in-economic-development-of-bangladesh-2023-03-02>

⁴ De Bruyn, T., Kuddus, U. and International Organization for Migration, 2005. *Dynamics of remittance utilization in Bangladesh* (Vol. 18). Geneva: International Organization for Migration.

⁵ Nath, H.K. and Mamun, K.A., 2010. Workers’ migration and remittances in Bangladesh. Available at SSRN 1592764.

⁶ Masuduzzaman, M., 2014. Workers’ remittance inflow, financial development and economic growth: A study on Bangladesh. *International Journal of Economics and Finance*, 6(8), pp.247-267.

2005⁷) and its roles as generators of household welfare domestically (Raihan, 2009⁸) have also been explored. The welfare, income and wealth gains enjoyed by the host communities for the Bangladesh workforce has also been explored to have positive correlations (Ishida and Shahid Hassan, 2000⁹; Moses, 2009¹⁰; Thiollet, 2016¹¹; Rahman and Rahman, 2017¹²; Masud et al., 2019¹³).

Managing migration, migrant workers, and remittances have also been subjected to rigorous research. There have been several attempts to visualise and model performance based and more transparent measures for instituting mechanisms for smoother migration and a decent migration (Haque, 2005¹⁴; Siddiqui, 2005¹⁵); repatriation of acquired income/wealth to the country of origin (i.e., Bangladesh; Siddiqui, 2010¹⁶); and the socio-economic absorption of the migrant income (Ali, 2014¹⁷). The interrelationship between climate change, migration and human rights have also been found to be empirically linked (Naser et al, 2019¹⁸) and it

⁷ Azad, A.K., 2005. Migrant workers' remittances: A source of finance for micro-enterprise development in Bangladesh. *Remittances: Development Impact and Future Prospects*, pp.119-132.

⁸ Raihan, S., Sugiyarto, G., Bazlul, H.K. and Jha, S., 2009. Remittances and household welfare: A case study of Bangladesh. *Asian Development Bank Economics Working Paper*, (189).

⁹ Ishida, A. and Shahid Hassan, M.D., 2000. Why do migrant workers intend to extend their stay in host countries? The case of Bangladeshi workers in Malaysia's manufacturing sector. *International Migration*, 38(5), pp.100-115.

¹⁰ Moses, J.W., 2009. Leaving poverty behind: A radical proposal for developing Bangladesh through emigration. *Development Policy Review*, 27(4), pp.457-479.

¹¹ Thiollet, H., 2016. Managing migrant labour in the Gulf: Transnational dynamics of migration politics since the 1930s.

¹² Rahman, M.M. and Rahman, M.M., 2017. *Bangladeshi migration to Singapore*. Singapore: Springer.

¹³ Al Masud, S.M.M., Hamzah, R.B. and Ahmad, H., 2019. Bangladeshi migration across the globe: The recent experiences of development and challenges.

¹⁴ Haque, M.S., 2005. Migration trends and patterns in South Asia and management approaches and initiatives. *Asia Pacific Population Journal*, 20(3), p.39.

¹⁵ Siddiqui, T., 2005. International labour migration from Bangladesh: A decent work perspective. *Policy Integration Department Working Paper*, 66.

¹⁶ Siddiqui, T., 2010. Migration as a livelihood strategy of the poor: the Bangladesh case.

¹⁷ Ali, M.A., 2014. Socio-economic impact of foreign remittance in Bangladesh. *Global Journal of Management and Business Research*, 14(C5), pp.45-54.

¹⁸ Naser, M.M., Swapan, M.S.H., Ahsan, R., Afroz, T. and Ahmed, S., 2019. Climate change, migration and human rights in Bangladesh: perspectives on governance. *Asia Pacific Viewpoint*, 60(2), pp.175-190.

has been found that there is a robust need for instituting a systems approach in migration – especially from the climate vulnerable areas (Hasnat et al, 2022¹⁹; Martin et al, 2017²⁰).

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However, since migration per se is not part of the core objective of this paper, we shall refrain from going into the details of such concepts and considerations for this edition of the essay. Additionally, this is also an important piece of the puzzle and is also of the picture which corresponds to the story of the rapid development of Bangladesh and its trajectory from being an LDC to a (lower) Middle Income Country under the leadership of the Hon. Prime Minister Sheikh Hasina in a span of 14 years only (Khondker, 2017²¹; Chowdhury, 2022²²) – which, again, is a marked departure and a sharp contrast to the repertoire of despair which was there nearly throughout the previous four decades of independence (Rashiduzzaman, 2001²³).

The following figure gives a detailed breakdown of the remittance flows to Bangladesh.

¹⁹ Hasnat, M.A., Chowdhury, M.A. and Abdullah-Al-Mamun, M.M., 2022. Perception of people on climate-induced migration issues in coastal areas of Bangladesh. *Migration and Development*, 11(1), pp.142-162.

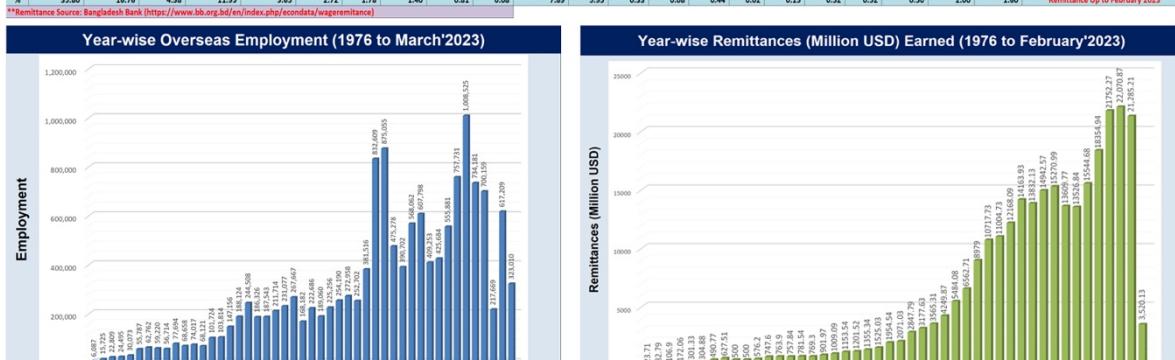
²⁰ Martin, M., Kang, Y.H., Billah, M., Siddiqui, T., Black, R. and Kniveton, D., 2017. Climate-influenced migration in Bangladesh: The need for a policy realignment. *Development Policy Review*, 35, pp.O357-O379.

²¹ Khondker, H.H., 2017. Sheikh Hasina of Bangladesh: Politics, personality and policies. *Women presidents and prime ministers in post-transition democracies*, pp.221-237.

²² Chowdhury, M.S., 2022. The Rise of a New Royal Bengal Tiger under the Leadership of Sheikh Hasina: Diplomacy Perspective (2010-2021). *Journal of South Asian Studies*, 10(2), pp.215-233.

²³ Rashiduzzaman, M., 2001. BANGLADESH IN 2000 Searching for Better Governance?. *Asian Survey*, 41(1), pp.122-130.

Year	Overseas Employment & Remittances (1976 to 2023)																					
	Up to March'2023																					
	Name of The Country																					
	Remittances																					
Year	KSA	UAE	kuwat	Oman	Qatar	Bahrain	Lebanon	Jordan	Liberia	Sudan	Malaysia	Singapore	S. Korea	UK	Italy	Japan	Egypt	Brunei	Mauritius	Iraq	Others	
1976	217	1,989	643	113	1,211	335	-	-	173	-	-	-	-	-	-	-	-	-	-	1,396	-	
1977	1,073	5,819	1,325	1,492	2,662	870	-	-	783	-	-	-	-	-	-	-	-	-	-	1,070	-	
1978	3,212	7,512	2,243	2,877	1,203	762	-	-	2,394	-	23	-	-	-	-	-	-	-	-	2,483	-	
1979	6,476	5,069	2,298	3,777	1,183	827	-	-	1,969	-	110	-	-	-	-	-	-	-	-	2,586	-	
1980	8,695	4,847	3,687	4,745	1,455	1,351	-	-	2,976	-	3	385	-	-	-	-	-	-	-	1,929	-	
1981	13,384	6,418	5,461	7,352	2,268	1,392	-	-	4,162	-	1,083	-	-	-	-	-	-	-	-	14,264	-	
1982	16,294	6,863	7,244	8,248	6,252	2,037	-	-	2,071	-	331	-	-	-	-	-	-	-	-	13,422	-	
1983	12,928	6,615	10,283	11,110	7,558	2,473	-	-	2,209	-	23	178	-	-	-	-	-	-	-	5,845	-	
1984	20,399	5,185	5,627	10,444	2,716	2,300	-	-	3,386	-	718	-	-	-	-	-	-	-	-	5,925	-	
1985	37,133	8,336	8,388	9,218	4,751	2,965	-	-	1,514	-	792	-	-	-	-	-	-	-	-	5,601	-	
1986	27,746	8,745	8,260	8,755	4,847	2,597	-	-	3,111	-	530	25	-	-	-	-	-	-	-	4,982	-	
1987	39,249	9,059	9,569	10,465	5,669	2,655	-	-	2,479	-	-	-	-	-	-	-	-	-	-	4,550	-	
1988	27,632	13,437	6,524	2,219	7,290	3,268	-	-	2,759	-	2	-	-	-	-	-	-	-	-	4,900	-	
1989	39,949	15,184	12,404	15,429	8,462	4,830	-	-	1,609	-	419	229	-	-	-	-	-	-	-	3,227	-	
1990	57,486	8,307	5,957	13,988	7,672	4,563	-	-	471	-	1,385	276	-	-	-	-	-	-	-	3,217	-	
1991	75,656	8,583	28,754	23,087	3,772	3,480	25	-	1,124	-	1,628	642	-	-	-	-	-	-	-	585	-	
1992	93,132	12,975	34,377	25,825	3,251	5,804	37	-	1,617	-	10,537	313	-	-	-	-	-	-	-	16	-	
1993	106,387	15,810	26,407	15,866	2,441	5,396	37	-	1,800	-	67,938	1,739	-	-	-	-	-	-	-	347	-	
1994	91,386	15,051	14,912	6,470	624	4,233	382	-	1,864	-	47,826	391	1,558	-	-	-	-	-	-	1,335	26	
1995	84,009	14,686	17,493	20,949	71	3,004	400	-	1,106	-	35,174	3,762	3,315	-	-	-	-	-	-	2,659	229	
1996	72,141	21,812	21,241	8,691	11	3,759	490	-	1,960	-	66,631	2,759	-	-	-	-	-	-	-	1,156	-	
1997	106,534	54,074	21,226	5,865	8,873	5,007	79	-	2,844	-	20,109	403	889	-	-	-	-	-	-	301	-	
1998	158,715	38,795	23,444	4,779	6,865	7,014	1,889	-	1,254	8	531	11,728	479	-	-	-	-	-	-	303	288	
1999	185,739	32,344	23,400	4,045	5,611	4,639	219	-	1,744	16	9,696	1,501	-	-	-	-	-	-	-	169	-	
2000	144,618	34,034	594	5,258	1,433	4,637	-	1,010	54	17,237	11,095	990	-	-	-	-	-	-	-	7	-	
2001	137,248	16,252	5,341	4,561	223	4,371	-	95	450	153	4,921	9,615	1,561	-	-	-	-	-	-	19	-	
2002	163,269	25,462	3,854	552	5,421	2	1,829	1,574	136	85	4,658	28	-	-	-	-	-	-	19	37	17	
2003	162,131	37,346	26,722	4,029	9	7,482	3	2,128	2,855	728	30,344	2,771	166	28	12	26	980	-	-	301	-	
2004	139,031	47,012	41,100	4,435	1,268	9,194	-	6,022	606	923	224	6,948	215	2,055	550	47	33	1,802	44	2,859	8,582	
2005	80,425	61,978	47,029	4,827	2,114	10,716	14	9,101	972	885	2,911	6,651	223	2,793	950	79	207	191	1,381	4,015	12,240	
2006	109,513	130,321	35,775	8,082	7,691	16,355	821	2,822	104	2,380	20,469	10,209	992	1,625	1,428	174	79	639	4,090	2,090	8,995	
2007	104,854	128,393	35,775	10,187	12,070	17,213	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	1,247	
2008	121,124	419,315	319	52,896	24,548	13,182	8,444	681	5,067	170	11,176	56,581	1,521	952	9,638	131	1,891	1,054	3,071	2,461	10,914	
2009	14,666	258,348	10	41,704	11,672	28,426	13,941	1,691	22,742	514	12,402	39,581	1,474	1,253	5,339	39	3,018	2,699	1,826	412	5,036	
2010	7,069	203,308	48	42,641	12,085	21,824	17,628	2,235	12,132	14	514	39,053	2,699	173	6,720	17	2,730	2,191	3,705	2,288	4,017	
2011	15,039	282,739	29	135,265	13,111	13,996	11,916	4,387	89	79	742	48,667	2,021	30	7,624	20	3,312	5,150	5,533	234	3,566	
2012	21,232	215,452	2	170,326	28,801	21,777	14,864	11,726	14,975	23	804	58,657	4,047	1,447	17	9,280	420	7,478	5,038	359	10,190	
2013	12,654	14,241	6	14,028	57,588	25,155	15,509	21,383	7,175	211	3,853	60,057	2,021	14	4,921	41	949	5,971	7,456	21,279	9,224	
2014	10,657	24,322	3,094	105,748	87,575	23,378	20,338	4,461	86	5,134	856	55	266	6,633	5,918	3,627	28,762	11,699	425,684	14,942,57		
2015	58,270	25,771	17,472	129,859	123,966	20,720	19,113	22,093	231	350	30,483	55,523	2,359	4	44	99	601	6,354	4,753	13,982		
2016	14,435	13,804	18,071	18,071	19,538	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049	18,049		
2017	55,108	4,135	19,604	89,974	8,012	19,338	8,327	20,469	1	7,176	99,787	40,401	1,629	11	1	3	185	185	738	3,647	4,135	
2018	23,717	3,235	27,637	72,504	76,560	8,111	5,991	7,274	63	824	175,917	41,393	2,287	8	-	163	48	4,480	6,567	19,567	15,790	
2019	399,000	3,318	12,299	72,654	50,292	133	4,863	20,347	213	1	545	49,929	1,647	1	22	229	1	3,628	7,576	9,266	10,619	
2020	161,726	1,782	21,071	3,608	3	484	3,769	93	2	125	10,085	20	21	-	142	-	530	2,014	4,457	6,501	21,762,27	
2021	45,227	29,202	1,844	55,009	11,158	11	13,816	3	39	28	27,875	10,808	123	653	3	-	12	215	5	7,711	11,928	
2022	612,418	101,775	20,422	179,612	24,447	10	858	12,231	172	373	50,090	64,383	5,910	942	7,594	508	35	1,850	5,484	64	24,196	
2023	122,572	25,295	7,793	46,367	6,510	1	568	1,544	1	307	82,893	12,304	1,698	871	2,133	193	-	742	839	34	10,483	
Total	5,403,532	2,528,899	1,802,929	852,813	410,485	20,935	21,113	22,673	12,413	1,190,210	89,404	49,476	12,064	65,900	2,933	23,119	78,027	79,028	75,851	301,497	242,030	
%	35.80	16.76	4.38	11.95	5.65	2.72	1.78	1.40	0.81	0.08	7.89	5.95	0.33	0.08	0.44	0.02	0.15	0.52	0.52	0.50	2.00	1.60

Figure 1: Bangladesh, Expatriate Workers, Remittance and Regions (BMET, 2023)²⁴

As the table below project, the share of the agriculture sector as a percentage of the economic output, GDP, has consistently been reduced vis-à-vis the service sector. Manufacturing growth was not very prominent but tertiary sectors grew exponentially.

Table 1: Sectoral Share of GDP (Source: BBS)

<

Sector	1999-00	2002-03	2005-06	2008-09	2011-12	2014-15	2017-18	2020-21
Construction	7.84	8.63	9.14	9.12	6.78	7.16	7.5	8.22
Wholesale And Retail Trade	13.35	13.87	14.08	14.41	14.02	14.08	13.95	14.08
Transport, Storage & Communication	9.2	9.76	10.07	10.65	11.49	11.43	11.13	11.04
Financial Intermediations	1.57	1.63	1.72	1.86	3.21	3.38	3.45	3.36
Real Estate, Renting and Business Activities	8.88	8.48	7.87	7.34	7.22	6.81	6.31	6.15
Community, Social and Personal Services	8.13	7.72	7.25	6.93	10.38	9.52	8.52	7.9

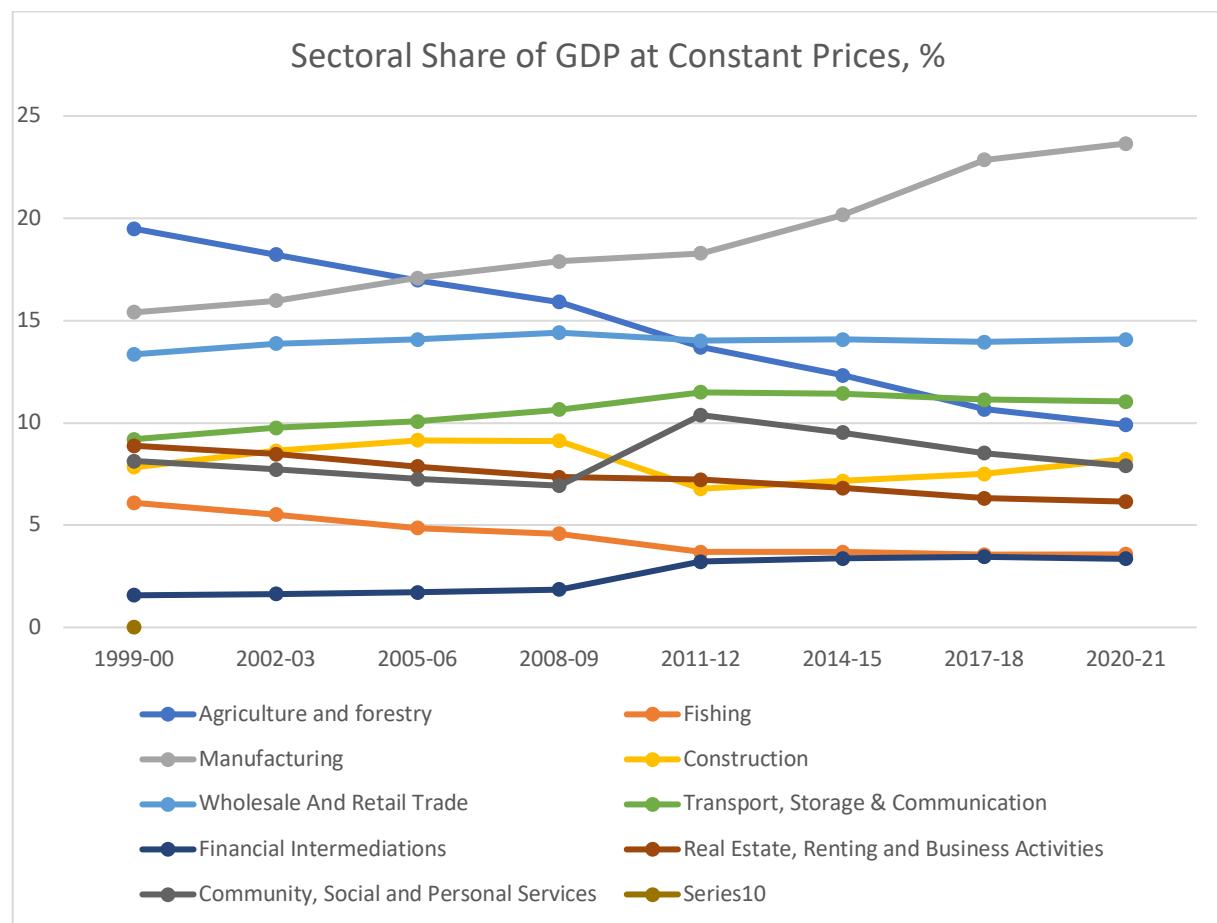


Figure 2: Sectoral Share of GDP (Source: BBS)

Sectoral shares of employment has also evolved.

Table 2: Sectoral Share of Employed Labour Force

	1995-96	1999-00	2002-03	2005-06	2010	2013	2015-16	2016-17
Agriculture, forestry and fishery	48.85	50.77	51.69	48.1	47.33	45.1	42.7	40.62
Manufacturing	10.06	9.49	9.71	10.97	12.34	16.4	14.4	14.43
Construction	2.87	2.82	3.39	3.16	4.79	3.7	5.6	5.58
Trade, hotel and restaurant	17.24	15.64	15.34	16.45	15.47	14.5	13.4	14.34
Transport, maintenance & communication	6.32	6.41	6.77	8.44	7.37	6.4	9.4	10.5
Finance, business and services	0.57	1.03	0.68	1.48	1.84	1.3	1.6	1.97
Commodities and personal services	13.8	13.07	5.64	5.49	6.26	6.2	6.2	6.08

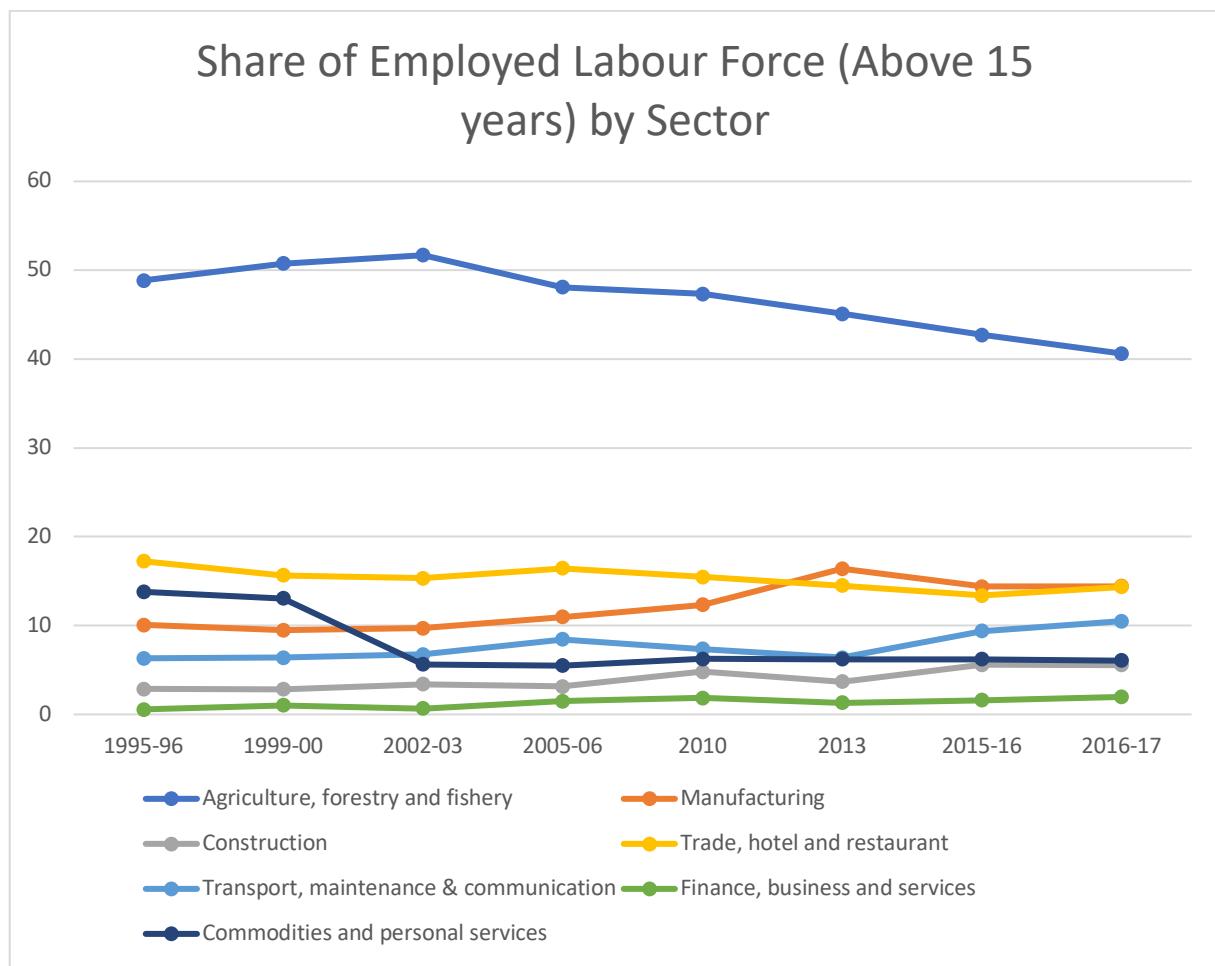


Figure 3: Sectoral Share of Employment

The proportion of investment has, consequently, evolved too.

Table 3: Investment and Employment

	Local (Million US\$)	Employment Opportunity by Local Investment	Foreign (Million US\$)	Employment Opportunity by Foreign Investment
2009-10	3931	291418	890	39245
2010-11	7748	432372	5104	71290
2011-12	5599	268871	2733	40838
2013-14	6392.3	199500	2383.212	25443
2012-13	6392.3	199500	2383.212	25443
2014-15	11683.191	209106	1032.43	17305
2015-16	12008.288	232614	1961.571	33878
2016-17	12494.269	220962	10756.055	57119
2017-18	15333.745	260555	10316.254	26991
2018-19	8409.273	132938	5253.238	33219
2019-20	8803.587	82931	4984.908	55246
2020-21	6669.025	160100	1058.472	20686

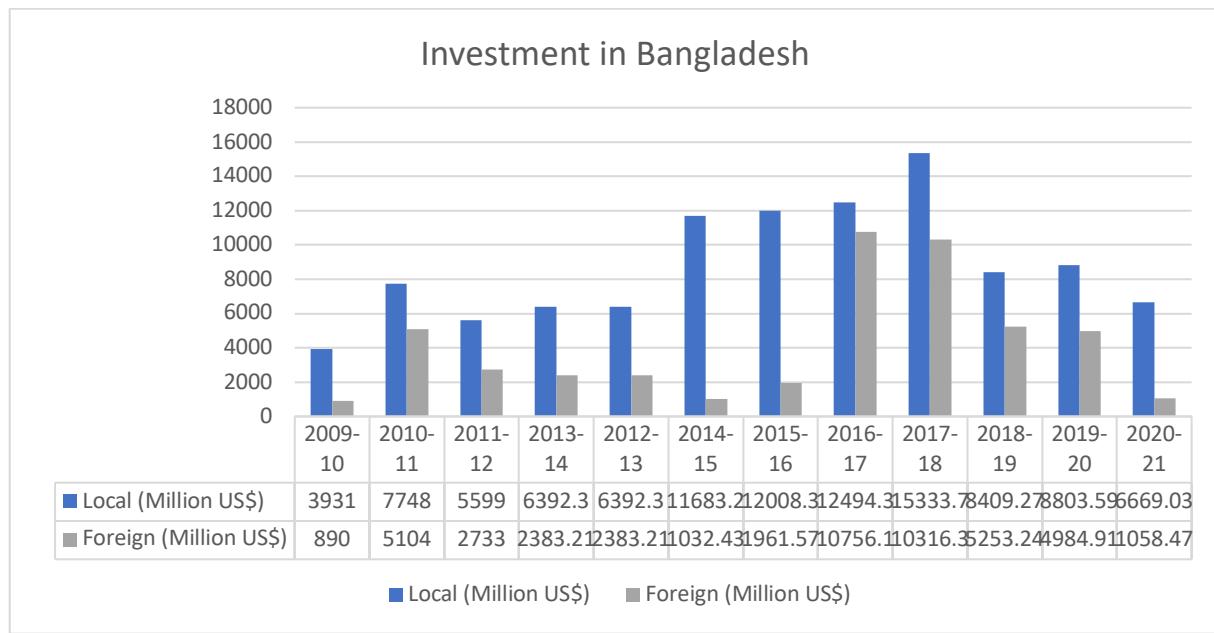


Figure 4: Investment by Value

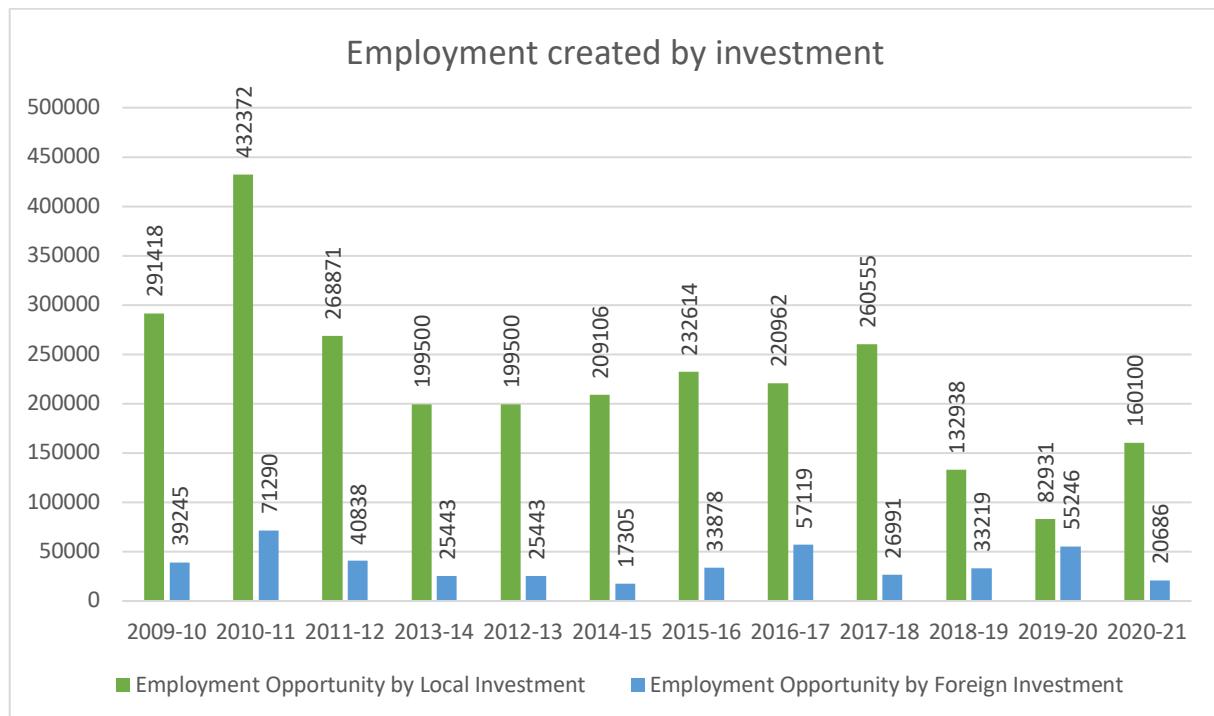


Figure 5: Employment as Consequence of Investment

The shift in the economic apparatus of the state under the broader schema of events and actors contribute to a new system of dialogues and enterprise formation where the foreign remittance and expatriates welfare have to indicate a new era of systemic awareness, recognition and action by the state.

At the same time, for a country which is searing at the seams with a population well above 160 million squeezed inside a territory of roughly 144 thousand square kilometres, the numbers are staggering, and often-confounding. While it could be a burden it could also be an asset – given the demographic dividends accruing out of the predominantly youthful melange of the population (Uddin and Karim, 2016²⁵; Roy and Kayesh, 2016²⁶).

More often than not, the exposures to foreign economic and cultural tenets experienced and brought home by the expatriates and the youthful milieu of the sending state could have the possibility of resulting in an accelerated pace of innovation and entrepreneurship.

²⁵ Uddin, M.J. and Karim, M.R., 2016. Harnessing the demographic dividend: Opportunities and challenges for Bangladesh. *IOSR Journal of Humanities and Social Science*, 21(8), pp.8-13.

²⁶ Roy, M. and Kayesh, M.S., 2016. Reaping demographic dividend in Bangladesh: Challenges and prospects. *Global Journal of Human and Social Science economics*, 16(2).

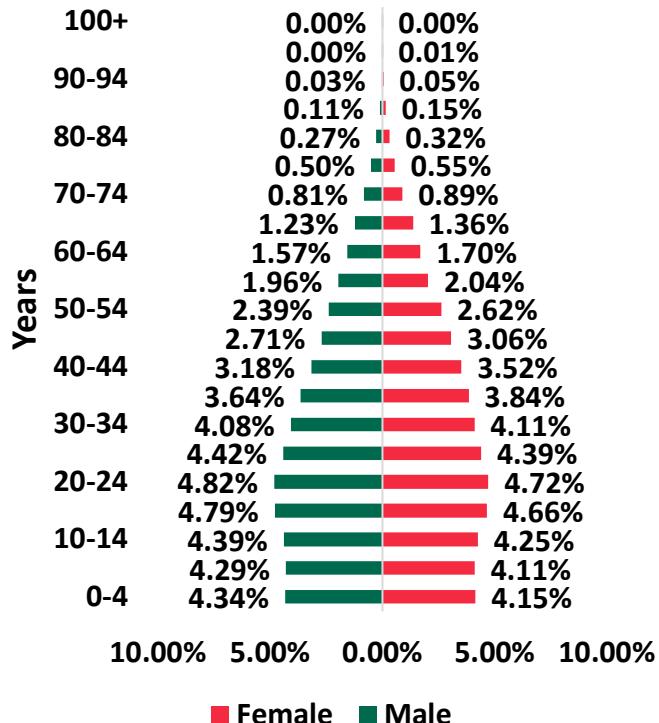


Figure 6: Demographic Structure and Age-Distribution in Bangladesh

It is more so when we try to pinpoint and assign responsibility to a certain segment or even a certain intersection of the economic polity of the state system for the rapidity and the rabidity of the developmental discourses perpetuated by such considerations. Coupled with the elements of statecraft which we shall discuss in this section, this forms a core and objective criteria of the dispensation of the unwritten foreign policy priorities of the country.

3.2 Evolution of the state system: many to some to one to many

The concept of a country or a state system or for that matter of that of an empire or a kingdom or in any other form that we may allude to, is quite old. Some scholars suggest that the predominant ideas behind the formation of the state was the perceived or inflicted 'right' of groups for extorting rent on income and wealth of individuals (Carneiro, 1970²⁷); or as monopolies of violence (Olson, 1993²⁸); as a centralized bureaucratic arbiter of the same monopoly over violence for economic rent, production, protection, adjudication, distribution and warding off competitive forces contradicting its authority (Tilly, 1985²⁹); or the conditions and the conditionalities of a classic pre-industrial economic space and the hypothesized 'optimal limits' to violence, rent seeking and control (Claessen and Skalnik, eds, 1978³⁰); or

²⁷ Carneiro, R.L., 1970. A Theory of the Origin of the State: Traditional theories of state origins are considered and rejected in favor of a new ecological hypothesis. *Science*, 169(3947), pp.733-738.

²⁸ Olson, M., 1993. Dictatorship, democracy, and development. *American political science review*, 87(3), pp.567-576.

²⁹ Tilly, C., 1985. European Lives. *Reliving the Past: The worlds of social history*, pp.11-52.

³⁰ Claessen, H.J. and Skalník, P. eds., 1978. *The early state* (Vol. 32). The Hague: Mouton.

pure ‘conflict’ amongst organised groups (Wright, 1977³¹); and stationary extortionists eventually evolving as ‘states’ (Sánchez, 2020³²). At the same time, yet other scholars and other angles provide a more contextualized expression to the idea of the state as coming from societies for self-organizing for better efficiency (Stanish, 2001³³). The likes of Runciman (1982³⁴) posit states as coming from ‘more than one possible source state (*ibid*) and that there are specific institutional or organisations foundations behind the formation of states, such as Runciman’s (*ibid*) findings that there are “*four necessary and jointly sufficient conditions for the emergence of a state from nonstate or stateless forms of social organization: specialization of governmental roles; centralization of enforceable authority; permanence, or at least more than ephemeral stability, of structure; and emancipation from real or fictive kinship as the basis of relations between the occupants of governmental roles and those whom they govern*”.

The complex relationship between the state and the society is also chequered, layered and annotated by the interfaces through individuals (Barkhey and Parikh, 1991³⁵).

In the backdrop of such a rich tapestry of definitions and debates, the Westphalian state system is a much more recent, nuanced, mature, and even so, an evolving definition (Krasner, 1995³⁶; Caporaso, 1996³⁷; Philpott, 1999³⁸; Hassan, 2006³⁹). The many ways in which the continuing dialogues between and amongst communities, societies, interest groups and states continue to grow; and consequently, as the Westphalian state system itself keeps evolving beyond the confined spaces of their origin create further inquests for rumination, examination and speculation. The idea of the state and its evolutionary tendencies remain forever more relevant, pertinent and important.

Ideationally, the state is a political organization that retains the sovereign power to control the people of a geographical area and its adjoining areas – as Weber (Duszka, 1989⁴⁰; Lottholz and Lemay-Hébert, 2016⁴¹). Though there is no uncontested definition of the state and it is being

³¹ Wright, H.T., 1977. Recent research on the origin of the state. *Annual Review of Anthropology*, 6(1), pp.379-397.

³² Sánchez De La Sierra, R., 2020. On the origins of the state: Stationary bandits and taxation in eastern congo. *Journal of Political Economy*, 128(1), pp.000-000.

³³ Stanish, C., 2001. The origin of state societies in South America. *Annual Review of Anthropology*, 30(1), pp.41-64.

³⁴ Runciman, W.G., 1982. Origins of States: The Case of Archaic 351–377 Greece. *Comparative Studies in Society and History*, 24(3), pp.351-377.

³⁵ Barkey, K. and Parikh, S., 1991. Comparative perspectives on the state. *Annual Review of Sociology*, 17(1), pp.523-549.

³⁶ Krasner, S.D., 1995. Compromising westphalia. *International security*, 20(3), pp.115-151.

³⁷ Caporaso, J.A., 1996. The European Union and forms of state: Westphalian, regulatory or post-modern?. *JCMS: Journal of Common Market Studies*, 34(1), pp.29-52.

³⁸ Philpott, D., 1999. Westphalia, authority, and international society. *Political Studies*, 47(3), pp.566-589.

³⁹ Hassan, D., 2006. The rise of the territorial state and the treaty of Westphalia. *Yearbook of New Zealand Jurisprudence*, 9, pp.62-70.

⁴⁰ Dusza, K., 1989. Max Weber's conception of the state. *International Journal of Politics, Culture, and Society*, pp.71-105.

⁴¹ Lottholz, P. and Lemay-Hébert, N., 2016. Re-reading Weber, re-conceptualizing state-building: from neo-Weberian to post-Weberian approaches to state, legitimacy and state-building. *Cambridge Review of International Affairs*, 29(4), pp.1467-1485.

continuously evolving as a construct, yet, legally, the modern state is a concept that essentially grew out of the 1648 Treaty of Westphalia – giving the ‘state’ autonomy over and beyond that of the suzerain, the people, or even a monarch (Croxton and Tischer, 2002⁴²; Gane, 2005⁴³; Novak, 2015⁴⁴). The ‘state’ **acquired** both meaning, context, relevance, and primacy as the principal actor in matters related to the conduct of international affairs and, more generally, as the final arbiter of power and authority over a designated people and territory.

From a definitional perspective, the state usually consists of a group of institutions that give a more concrete appearance to the otherwise ethereal ambitions and aspirations of the respective peoples (Chang, 1994⁴⁵). The state could be an incorporation in a way that is not how a people, or a group of peoples can be (Bener, 2012⁴⁶). But in general - States are a clear case of historic institutionalism wherein the history of events and consequences act the principal denominator of a learning societal organism capable of conducting the affairs of organized human beings above and beyond the individual’s percepts (Bordignon and Ceccarini, 2015⁴⁷). These institutions, as authorities, have the sole prerogative to both make and enforce the necessary rules and regulations for the governance of the inhabitants and actors within the respective geographical boundaries. A state can distinguish itself from other states by having its own independent political structure and supplement to own physical territories. A state is neither a nation nor a population, but it can consist of a single nation, parts of different nations, or a large number of nations as a whole. Diplomacy is one of the key constituents of the whole spectrum projecting the state’s foreign policy priorities and ambitions. Diplomacy is a vital instrument at the hands of the state and post-World War II – the non-state (with both the prefixes sub or supra) actors. Especially in the spaces that these actors occupy and the way norms and normatives are formed and adhered to.

What is of more prominence and of interest is the overpowering roles that the state has always played vis-à-vis the individual particularly in matters related to the control of resources and also the ways in which the individual and his community expressed their economic ambitions under conditions of political control and the ways in which each asserted control or modifying behaviour on the other. This in itself requires a very long discourse and remains unfettered by the lapses of time about the exact proportions in which the two coincide or coexist or cohabit with each other. The exact ontology of ‘performative agency’ thus remains a matter of constant debate definitionally and a constant struggle, tactically (Butler, 2010⁴⁸). The ontology of space in between these two notions thus become a hot cauldron for

⁴² Croxton, D. and Tischer, A., 2002. *The peace of Westphalia: A historical dictionary*. Greenwood.

⁴³ Gane, N., 2005. Max Weber as Social Theorist: ‘Class, Status, Party’. *European journal of social theory*, 8(2), pp.211-226.

⁴⁴ Novak, W.J., 2015. Beyond Max Weber: The need for a democratic (not aristocratic) theory of the modern state. *The Tocqueville Review*, 36(1), pp.43-91.

⁴⁵ Chang, H.J., 1994. State, institutions and structural change. *Structural Change and Economic Dynamics*, 5(2), pp.293-313.

⁴⁶ Benner, E., 2012. The nation-state. *Cambridge History of Philosophy in the Nineteenth Century (1790–1870)*, pp.699-730.

⁴⁷ Bordignon, F. and Ceccarini, L., 2015. The Five-Star Movement: A hybrid actor in the net of state institutions. *Journal of Modern Italian Studies*, 20(4), pp.454-473.

⁴⁸ Butler, J., 2010. Performative agency. *Journal of cultural economy*, 3(2), pp.147-161.

testing when Zigmunt Bauman's 'liquidity of modern institutions' (Wearing and Hughes, 2014⁴⁹) as a concept is re-introduced with the advent of superior information and communication technology and of the digital space. Especially when the identity of the individual or the reach of the state becomes deterritorialised and the kinship of blood or physical-spatial proximity is replaced by a netnography based on search preferences on the web – the narrative epistemology of the state becomes all but fudgy and the distances between the primary shades of decisions marking the existence of the state becomes blurred. But we shall take up the case after the next section is done.

⁴⁹ Wearing, M. and Hughes, M., 2014. On fluidity and flow in the networked space of human service organisations. *Liquid Organization: Zygmunt Bauman and Organizational Theory*. Abingdon: Routledge, pp.273-310.

3.3 BOP Markets, Institutional Voids, Information Asymmetries, Liquidity of States

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While there can be discussions and debates about the origin of states, there is literally much less debate as to the origins of weak states, and the Bottom of Pyramid markets. Unlike failures in markets and in enterprises, weak states and bottom grade markets emerge from legacy problems spawned and perpetuated by colonial occupations and interventions made by stronger or more violent forces (read, states). Rarely, a state is weak only because of its crises in resource endowment or terrain ruggedness and the examples remain a handful in number. Though, Jimenez-Ayora and Ulubaşoğlu (2015⁵⁰) wishes to argue strongly against a more monochromatic, ‘colonialisation-only’, view of legacy problems [...], we do not find many ‘other’ reasons contributing to the fragility of states without past or continued occupation or intervention par force and violence. In this section, we will consider three specific sets of circumstances and preconditions which contributed to the conceptualization of the ideas presented in this paper. We believe that these three sets of constrictions give rise to some of the more peculiar attributes that the weak states, fragile systems and BOP markets display and cross-pollinate to make matters more complicated.

Interestingly, the ideas and interpretations which constitute the constitute these relatively new axes for interventions by the market, the coinages themselves are rather old. President Roosevelt referred to the ‘Forgotten Man’ in his 07 April 1932 radio-speech. But the coinage took a real upturn with aggressive research in areas which re-defined some parts of the markets, the MNCs, and the natural resource driven approaches towards the basal area of the Bottom of Pyramid such as those by (Prahalad and Hart, 1999⁵¹; Hart and Dowell, 2011⁵²), recognizing the potency of innovation at the Bottom of the Pyramid (Hart and Christensen, 2002⁵³), rapidly changing skill-sets and profitable commoditisation of artisanal expertise (Hart and London, 2005⁵⁴), connecting the BOPs with the climate and the planet (Hart, 2007⁵⁵), and then creating conditions for an innovation driven future of the world from the BOP markets (Cañequera and Hart, eds., 2017⁵⁶). The BOP markets feature a certain set of hallmark features

⁵⁰ Jimenez-Ayora, P. and Ulubaşoğlu, M.A., 2015. What underlies weak states? The role of terrain ruggedness. *European Journal of Political Economy*, 39, pp.167-183.

⁵¹ Prahalad, C.K. and Hart, S.L., 1999. Strategies for the bottom of the pyramid: creating sustainable development. *Ann Arbor*, 1001, p.48109.

⁵² Hart, S.L. and Dowell, G., 2011. Invited editorial: A natural-resource-based view of the firm: Fifteen years after. *Journal of management*, 37(5), pp.1464-1479.

⁵³ Hart, S.L. and Christensen, C.M., 2002. The great leap: Driving innovation from the base of the pyramid. *MIT Sloan management review*, 44(1), p.51.

⁵⁴ Hart, S.L. and London, T., 2005. Developing native capability. *Stanford Social Innovation Review*, 3(2), pp.28-33.

⁵⁵ Hart, S.L., 2007. *Capitalism at the crossroads: Aligning business, earth, and humanity*. Pearson Prentice Hall.

⁵⁶ Cañequera, F.C. and Hart, S.L. eds., 2017. *Base of the pyramid 3.0: Sustainable development through innovation and entrepreneurship*. Routledge.

characterising the underwriting denominations of the BOPs. In “Blockchains: Gaming and Collusion”, Mamun (2021⁵⁷) has coalesced a few tell-tale signatures of the BOP markets in one place by using a PESTEL analytics. Entrenched interests, shortage of well-defined institutions, inequitable rules, rent-seeking behaviour of political-economic actors, poor systemic oversight and poor accountability, amongst others, contribute to structural vulnerabilities in the political subsystem of the Bottom of Pyramid markets. For the economic frailties experienced by BOP markets, domineering factors include, eschewed pricing, dominance of invisible and informal networks, rising inequalities, ill framed capital markets, deficiencies in the storage and transmutation of value, deficiencies in administrative mechanisms, and deficiencies incubation for entrepreneurship, disconnects with financial markets, net foreign exodus of investible capital and wealth to foreign markets, and failure of the state mechanism to contain unregulated migration both internally and externally. Feudal mindsets and turf wars amongst administrative departments, distrust and mistrust of the governed, shifting and evolving boundaries, poor sanitation and hygiene, poor medical treatment facilities and the tendency of capital and political elite to migrate to advanced countries underwrite the quicksand like behaviours of the social polity in the BOPs. The same BOPs usually demonstrate unavailability of the latest and legal technologies (at least to the subjects of administration), inequalities in access to technology, skill-deficient education systems, deficient mentoring and incubation, disconnect between innovations and markets, non-documentation of indigenous technology and innovation and deficiencies in the Intellectual Property Rights (IPR) in the greater domain of technology. Such conditions, together, lead to the observance of imperfect judicial and juridical processes, non-existent or unenforceable insurance mechanisms, uncertainties in risk assessments, poor enforcements and lack of due diligence in the legal sphere.

The BOP markets and the institutional voids contained therein creates the possibility of information asymmetries inside the very architectures which create them (Clarkson et al, 2007⁵⁸). Especially for the problems of moral hazard (Kotowitz, 1989⁵⁹) and adverse selection (Dahlstrom and Ingram, 2003⁶⁰) arise when the relationship between the principal (i.e., the people) and the agent (the state apparatus) become either reversed or inverted – depending on the context – leading to a perverse situation in the management of expatriates and the connectivity between factor markets and consumer markets across all possible channels of communication.

At the same time, there is a marked efficacy of information systems in the reduction of information asymmetry (Guliyeva and Rzayeva, 2018⁶¹).

⁵⁷ Mamun, SM. 2021. Blockchains: Gaming and Collusion. Amazon Inc.

⁵⁸ Clarkson, G., Jacobsen, T.E. and Batcheller, A.L., 2007. Information asymmetry and information sharing. *Government Information Quarterly*, 24(4), pp.827-839.

⁵⁹ Kotowitz, Y. 1989. Moral hazard. *Allocation, information and markets*, pp.207-213.

⁶⁰ Dahlstrom, R. and Ingram, R., 2003. Social networks and the adverse selection problem in agency relationships. *Journal of Business research*, 56(9), pp.767-775.

⁶¹ Guliyeva, A. and Rzayeva, U., 2018. The Role of E-government in Reduction of Information Asymmetry in Developing Countries on the Example of Azerbaijan. *Advances in Economics and Business*, 6(4), pp.209-217.

Now, there is a separate stream of evolution which is affecting the way states function because of another subcutaneous stream of evolution, the liquidity of modern institutions which is permeating through the liquid social structures and the liquidity of the social institutions which validate the states and the state systems (Schütz, 2016⁶²). Zygmunt Bauman's (Bauman, 2005⁶³) theory of the acquired but steady liquidity of the societal constructs (Eckhardt and Bardhi, 2020⁶⁴); the ambivalence and the ambidexterity of the modern institutions to both deliver public goods and aim for creating new consensus for innovations in governance (Jacobsen, 2016⁶⁵); and the many ways in which the psychological and sociological ontologies contribute to the formation of the ideas for the state (Kociatkiewicz and Kostera, 2018⁶⁶) contribute to enrichen the triangulations of the state machinery. It is also important that Zygmunt Bauman gave a tell-tale indication as to the nature of the change is which is surfacing slowly, but assuredly, and almost invisibly. The changes are being 'felt' nominally and only 'seen' when the effects are irreversible and nearly immutable.

These are important considerations for any state system which is alive today as the politico-administrative 'givens' never cease to exist under the stipulations of modernity. This is especially true for countries which have a large expatriate population, and its population is employed across other state systems. For all reasons practical, the state systems increasingly need to recognise the legitimacy of other state systems interacting from within the strictly territorial formulations of governance, of laws and legal systems and of the delivery of public goods.

For states hosting Bottom of Pyramid markets (Mason et al, 2013⁶⁷) marred by institutional Voids (Mair et al, 2012⁶⁸) and unfulfilled inchoate demands (York et al, 2010⁶⁹), the definitions require significant modifications and augmentations on the part of the existing institutional frameworks and platforms to step beyond their ascribed roles and cater to more

⁶² Schütz, A., 2016. How aufarbeiten 'Liquid Society'? Zygmunt Bauman's Wager. In *Liquid Society and Its Law* (pp. 41-60). Routledge.

⁶³ Bauman, Z., 2005. *Liquid life*. Polity.

⁶⁴ Eckhardt, G.M. and Bardhi, F., 2020. The value in de-emphasizing structure in liquidity. *Marketing Theory*, 20(4), pp.573-580.

⁶⁵ Jacobsen, M.H., 2016. Paradoxes and ambivalences of liquid modernity: Zygmunt Bauman and the peculiar solidity of liquidity. In *Beyond Bauman* (pp. 255-283). Routledge.

⁶⁶ Kociatkiewicz, J. and Kostera, M., 2018. After retrotopia? The future of organizing and the thought of Zygmunt Bauman. *Scandinavian Journal of Management*, 34(4), pp.335-342.

⁶⁷ Mason, K., Chakrabarti, R. and Singh, R., 2013. What are bottom of the pyramid markets and why do they matter?. *Marketing Theory*, 13(3), pp.401-404.

⁶⁸ Mair, J., Marti, I. and Ventresca, M.J., 2012. Building inclusive markets in rural Bangladesh: How intermediaries work institutional voids. *Academy of Management Journal*, 55(4), pp.819-850.

⁶⁹ York, J.G., Sarasvathy, S.D. and Larson, A., 2010. The thread of inchoate demand in social entrepreneurship. In *Values and opportunities in social entrepreneurship* (pp. 141-162). Palgrave Macmillan, London.

responsibilities for creating solid and tangible income and wealth privileges for the populations that they serve, especially under additional conditions of foreign trade and remittance-centric migration for work, a case can be made on the explorations undertaken by the Ministry of Foreign Affairs of Bangladesh from this perspective.

It's incredibly difficult if not entirely impossible to fully understand the 'scope', the 'contours' and the 'textures' through which the state systems, and indeed more so, the societal underpinnings operate and evolve in the milieu of the human condition. The organic debates which are permeating through the fabric of the society and the state systems are full of vivacity and are endowed with great mobility. Existing social and economic classes, even classifications, are becoming objects of rapid change with the rise on the extremes (Kuer, 2020⁷⁰). But probably, one of the best ways to understand the nature of this evolution through the lenses of institutionalism is to accept the fact that the very nature of the institutions which give credence and solidity to the foundations and superstructures which delineate their existence is to keep changing and keep evolving. Which direction this evolution would go would depend to a great degree on the evolution of the individuals incubated inside these institutions and also to the forces which exert themselves onto the shapes of the institutions themselves.

⁷⁰ Kurer, T., 2020. The declining middle: Occupational change, social status, and the populist right. *Comparative Political Studies*, 53(10-11), pp.1798-1835.

4. Innovation and Entrepreneurship powered by the Digital Space as possible solution to some wicked problems of statecraft

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Bangladesh is one of the most densely populated countries in the world with a population of over 160 million. With a limited land area, Bangladesh has to face numerous wicked problems of statecraft, including poverty, unemployment, political instability, and environmental degradation. The country has been struggling to overcome these challenges for a long time, and it requires innovative and entrepreneurial solutions to address these issues. Since its naissance through a blood-soaked war of liberation – in which more than three million people died and two hundred thousand women were tortured by the occupying Pakistani forces and their local collaborators, the country has battled both man-made and nature-induced troubles of an existential nature. Especially with the assassination of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman in 1975, the country faced foundational challenges even in terms of its orientation as a sovereign, secular, inclusive and democratic polity. Rise of what could broadly be brush-stroked as Islamic fundamentalism, in an environment of military and military-backed rule, it was not until 2009 when Prime Minister Sheikh Hasina came back with a landslide victory in the General Elections of 2008 that there was any formidable attempt to redefine and contextualise the country in reference to already altered and fast changing milieu of global techno-economic ambience could establish itself. For the first time in its recorded history, the Digital Bangladesh agenda was declared by Prime Minister Sheikh Hasina in 2008 as an election manifesto (Karim, 2010⁷¹).

Originally premised as a good governance solution primarily affecting the individuals and the communities on the fringes (Mazumdar and Alharahsheh, 2020⁷²; Zaman, 2015⁷³; Al-Hossienie and Barua, 2013.⁷⁴), the ‘Digital Bangladesh’ campaign has proved much more than it was originally intended for. The digital space provides significant opportunities for innovation and entrepreneurship, which can help overcome these challenges.

As we shall see, but only partly, that the ‘Digital Bangladesh’ concept and by extension that of the ‘Smart Bangladesh’ (Pal and Sarker, 2023⁷⁵), semi-inadvertently catered to the latent demands for activating the complementary asset portfolios being developed and deployed

⁷¹ Karim, M.A., 2010, February. Digital Bangladesh for good governance. In *Bangladesh Development Forum* (pp. 15-16).

⁷² Mazumdar, A. and Alharahsheh, H.H., 2020. Digital Bangladesh–vision 2021: what is the digital Bangladesh concept?. *South Asian Research Journal of Engineering and Technology*, 2(1), pp.6-9.

⁷³ Zaman, H., 2015. Service delivery process innovation: insights from Digital Bangladesh. *Innovation and Development*, 5(1), pp.165-168.

⁷⁴ Al-Hossienie, C.A. and Barua, S.K., 2013. Applications of e-governance towards the establishment of digital Bangladesh: prospects and challenges. *Journal of E-Governance*, 36(3), pp.152-162.

⁷⁵ Pal, S.K. and Sarker, P.C., 2023. SMART Bangladesh Vision 2041: Concept of a Sustainable Developed Country. *Environmental Management and Sustainable Development*, 12(1), pp.67-81.

across other fields of governance (Habib and Baizid, 2010⁷⁶; Kashem et al, 2014⁷⁷; Waughen et al, 2015⁷⁸); incited deepening of the women's participation in the whole circle of economic activity of the country – emanating from the RMG and subsistence/farming but not limited to it (Genilo et al, 2015⁷⁹); economic and financial inclusion for e-commerce (Islam and Eva, 2019⁸⁰) and thereby connecting the individual with the justice delivery mechanism of the social contracts.

This essay discusses how innovation and entrepreneurship powered by the digital space can be a possible solution to some wicked problems of statecraft in Bangladesh.

4.1 Wicked Problems of Statecraft in Bangladesh

Bangladesh is a developing country with a low GDP per capita, high population growth rate, and high levels of poverty and unemployment. The country has been facing various wicked problems of statecraft for many years, which have hindered its development.

One of the most significant problems faced by Bangladesh is poverty. According to the World Bank, nearly one-third of the population lives below the poverty line. Poverty is not only a financial issue but also leads to a lack of access to basic necessities such as education, health care, and sanitation. Poverty is one of the leading causes of the high infant mortality rate, low life expectancy, and malnutrition in Bangladesh.

Another significant challenge faced by Bangladesh is unemployment. Despite economic growth, the country has not been able to create enough job opportunities for its growing population. A large number of young people are unemployed or underemployed, which leads to social unrest and instability.

Environmental degradation is another significant problem faced by Bangladesh. The country is highly vulnerable to climate change, with frequent natural disasters such as floods, cyclones, and landslides. The country's rapid industrialization and urbanization have led to increased pollution levels, deforestation, and soil erosion, which have a significant impact on the environment and human health.

Political instability is also a significant challenge faced by Bangladesh. The country has a history of political violence and unrest, which has hampered economic growth and development. Political instability leads to a lack of investment and hinders progress in various sectors.

⁷⁶ Habib, A. and Baizid, A.R., 2010, October. Achievements and expectations of digital Bangladesh: e-governance initiatives in Bangladesh. In *Proceedings of the 4th International Conference on Theory and Practice of Electronic Governance* (pp. 393-394).

⁷⁷ Kashem, M.A., Akhter, N. and Rahman, A., 2014. An information system model for e-government of digital Bangladesh. *International Journal of Computer Science and Network Security (IJCNS)*, 14(11), p.62.

⁷⁸ Waughen, K., In, S., Enterprise, F. and Walton, S.M., 2015. The Digital Divide: A digital Bangladesh by 2021. *International Journal of Education and Human Developments*, 1(3), pp.1-8.

⁷⁹ Genilo, J.W., Akther, M. and Haque, M., 2015, May. Women's inclusion in digital Bangladesh. In *Proceedings of the seventh international conference on information and communication technologies and development* (pp. 1-4).

⁸⁰ Islam, M.S. and Eva, S.A., 2019. ELECTRONIC COMMERCE TOWARD DIGITAL BANGLADESH: BUSINESS EXPANSION MODEL BASED ON VALUE CHAIN IN THE NETWORK ECONOMY. *Studies in Business & Economics*, 14(1).

4.2 Digital Space as Possible Solution

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Digital innovation and entrepreneurship have the potential to address many wicked problems of statecraft in Bangladesh. For example, digital technologies can be used to create new business models that address poverty and unemployment. E-commerce platforms can enable small businesses and entrepreneurs to reach customers and sell products online, creating new sources of income and employment. Similarly, digital technologies can be used to create new educational and training opportunities, providing people with the skills they need to succeed in the digital economy.

Digital technologies can also be used to address corruption and improve governance in Bangladesh. For example, blockchain technology can be used to create transparent and secure systems for government procurement and financial transactions. Similarly, digital platforms can be used to enable citizen participation and engagement in the political process, improving transparency and accountability.

Environmental degradation is another wicked problem facing Bangladesh. Digital technologies can be used to monitor and manage environmental resources, such as water and air quality. Similarly, digital technologies can be used to promote sustainable practices and behaviors, such as recycling and energy conservation.

Digital technologies can be used to promote social inclusion and equality. For example, digital platforms can be used to provide access to education and healthcare services to marginalized communities. Similarly, digital technologies can be used to promote diversity and inclusion in the workplace, creating new opportunities for underrepresented groups.

4.3 The Vision of Smart Bangladesh

Digital and Smart Bangladesh is a vision that has been embraced by the government of Bangladesh with the aim of achieving a more digitally advanced and modernized society. The goal is to leverage technology and innovation to create a more efficient and effective government, boost economic growth, and improve the quality of life of the people. This essay will explore the concept of Digital and Smart Bangladesh and provide case studies to illustrate its impact and potential.

A Digital and Smart Bangladesh is a comprehensive initiative that aims to harness the power of technology to transform the country into a more advanced and modernized society. The government has outlined a number of strategic objectives in this regard, including the following:

- Providing universal access to affordable and high-quality internet connectivity
- Expanding the use of digital financial services and e-commerce
- Developing a more advanced and efficient digital infrastructure
- Promoting innovation and entrepreneurship in the tech sector
- Enhancing government services through digitalization and automation
- Improving the quality of education and healthcare through technology

The government has already made significant progress in realizing these objectives. For example, the Digital Bangladesh program has provided millions of people with access to the internet, and the e-GP system has streamlined government procurement processes, leading to greater transparency and efficiency.

There are many examples of digital innovation and entrepreneurship being used to address wicked problems in Bangladesh. Here are a few case studies:

1. Digital Education

The government of Bangladesh has made significant investments in digital education, recognizing that technology can help to improve the quality and accessibility of education. One notable example is the "Amar Ghore Amar School" initiative, which uses digital technology to provide remote learning opportunities for students in rural areas. The program provides students with tablets and access to educational materials, allowing them to learn from anywhere and at any time. The program has been a success, with thousands of students benefiting from the initiative.

2. Digital Health

The healthcare system in Bangladesh faces significant challenges, including a shortage of healthcare professionals and limited access to healthcare services in rural areas. Digital technology can help to address these challenges by providing remote access to healthcare services and enabling healthcare professionals to access training and support. One example of a digital health initiative in Bangladesh is the "Telemedicine Project," which provides remote healthcare services to people living in remote areas. The project uses videoconferencing technology to connect patients with healthcare professionals, allowing them to receive medical advice and treatment without having to travel long distances.

3. Digital Governance

The government of Bangladesh has implemented a number of digital governance initiatives aimed at improving the efficiency and effectiveness of government services. One notable example is the e-GP system, which has been introduced to streamline government procurement processes. The system uses an online platform to manage procurement activities, allowing for greater transparency and efficiency in the procurement process. As a result, the system has reduced procurement costs and improved the quality of goods and services procured by the government.

4. Digital Financial Services

The use of digital financial services has the potential to transform the financial landscape in Bangladesh, enabling greater financial inclusion and driving economic growth. One example of a digital financial service initiative in Bangladesh is bKash, a mobile financial service that allows users to transfer money, pay bills, and make purchases using their mobile phones. The service has been a success, with millions of people now using bKash to access financial services.

4.4 Modernizing the Education System in Bangladesh with Digital Innovations

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Education is a critical aspect of human development and is essential for social and economic progress. Bangladesh has made significant progress in expanding access to education in recent years, with the enrollment rate in primary schools reaching 97%. However, the education system still faces several challenges, including inadequate infrastructure, low-quality teaching, and insufficient funding. In this essay, I will explore how innovation and entrepreneurship powered by the digital space can be a possible solution to some education system problems in Bangladesh.

The education system in Bangladesh faces several challenges that impact the quality of education and limit access to learning opportunities. One of the most significant challenges is inadequate infrastructure. Many schools in Bangladesh lack basic amenities such as electricity, clean water, and sanitation facilities. This can make it difficult for students to learn and can also affect their health and well-being. Additionally, many schools lack adequate classroom space and educational resources such as textbooks and technology, which can limit the effectiveness of teaching.

Another significant challenge in the education system is low-quality teaching. Teachers in Bangladesh often receive inadequate training and support, which can result in ineffective teaching and low student outcomes. This is compounded by a lack of motivation and accountability, as many teachers are not held responsible for their performance. Additionally, the curriculum in many schools may not be aligned with the needs of the job market or the broader economy, limiting the relevance and effectiveness of education.

Finally, the education system in Bangladesh faces challenges related to insufficient funding. The government has made significant investments in education, but funding is still inadequate to meet the needs of the education system. This can result in inadequate resources for schools, low teacher salaries, and a lack of funding for research and development.

Innovation and entrepreneurship powered by the digital space have the potential to address several of the challenges facing the education system in Bangladesh. The digital space provides a platform for new ideas and solutions to emerge and spread rapidly, allowing for the transformation of traditional teaching methods and the creation of new opportunities for learning.

One of the most promising areas for innovation and entrepreneurship in the education sector is the use of technology to enhance teaching and learning. Technology can provide access to educational resources and tools that are otherwise unavailable in traditional classrooms. For example, digital textbooks, online courses, and educational apps can provide flexible and affordable learning opportunities, particularly in remote or underserved areas. Digital platforms can also enable personalized learning, allowing students to learn at their own pace and focus on areas where they need more support.

Another area where innovation and entrepreneurship can have an impact is teacher training and support. Digital platforms can provide opportunities for teachers to access training and support, even in remote areas. For example, online teacher training programs can provide professional development opportunities for teachers, allowing them to improve their teaching

skills and stay up-to-date with the latest teaching methods and technologies. Digital platforms can also provide opportunities for peer learning and collaboration, allowing teachers to share best practices and learn from each other.

In addition to enhancing teaching and learning, the digital space can also provide opportunities for social entrepreneurship in the education sector. Social entrepreneurship can help to address social and environmental challenges while generating economic value. For example, social entrepreneurs can use digital platforms to provide educational resources and services to underserved communities, helping to increase access to education and improve learning outcomes. Social entrepreneurs can also use digital platforms to provide education-related services, such as tutoring or coaching, to students who may not have access to these services otherwise.

Finally, the digital space can provide opportunities for research and development in the education sector. Digital platforms can enable researchers to collect and analyze data on education outcomes, which can help to identify areas for improvement and inform policy decisions. Digital platforms can also provide opportunities for collaboration between researchers, policymakers, and practitioners, allowing for the development of evidence

4.5 Modernizing the Healthcare System in Bangladesh with Digital Innovations

Healthcare is a critical aspect of human development and is essential for the well-being of individuals and the progress of societies. Bangladesh has made significant progress in improving access to healthcare in recent years, but the healthcare system still faces several challenges, including inadequate infrastructure, limited access to healthcare services, and a shortage of skilled healthcare professionals. In this essay, I will explore how innovation and entrepreneurship powered by the digital space can be a possible solution to some healthcare problems in Bangladesh.

The healthcare system in Bangladesh faces several challenges that impact the quality of healthcare and limit access to healthcare services. One of the most significant challenges is inadequate infrastructure. Many healthcare facilities in Bangladesh lack basic amenities such as electricity, clean water, and sanitation facilities. This can make it difficult for healthcare professionals to provide quality care and can also affect the health and well-being of patients. Additionally, many healthcare facilities lack adequate medical equipment and supplies, which can limit the effectiveness of treatment.

Another significant challenge in the healthcare system is limited access to healthcare services, particularly in rural areas. Healthcare facilities are often concentrated in urban areas, making it difficult for people living in rural areas to access healthcare services. Additionally, transportation can be a significant barrier to accessing healthcare services, particularly during emergencies.

Finally, the healthcare system in Bangladesh faces challenges related to a shortage of skilled healthcare professionals. Many healthcare professionals in Bangladesh lack adequate training and support, which can result in ineffective treatment and low patient outcomes. Additionally, the healthcare workforce is not evenly distributed, with many healthcare professionals concentrated in urban areas.

Innovation and entrepreneurship powered by the digital space have the potential to address several of the challenges facing the healthcare system in Bangladesh. The digital space provides a platform for new ideas and solutions to emerge and spread rapidly, allowing for the transformation of traditional healthcare methods and the creation of new opportunities for healthcare delivery.

One of the most promising areas for innovation and entrepreneurship in the healthcare sector is the use of technology to enhance healthcare delivery. Technology can provide access to healthcare services and tools that are otherwise unavailable in traditional healthcare facilities. For example, telemedicine can provide remote access to healthcare services, allowing patients in remote areas to receive medical advice and treatment without traveling long distances. Digital platforms can also enable personalized healthcare, allowing patients to receive tailored treatment based on their individual needs and medical history.

Another area where innovation and entrepreneurship can have an impact is healthcare training and support. Digital platforms can provide opportunities for healthcare professionals to access training and support, even in remote areas. For example, online training programs can provide professional development opportunities for healthcare professionals, allowing them to improve their skills and stay up-to-date with the latest healthcare methods and technologies. Digital platforms can also provide opportunities for peer learning and collaboration, allowing healthcare professionals to share best practices and learn from each other.

In addition to enhancing healthcare delivery and training, the digital space can also provide opportunities for social entrepreneurship in the healthcare sector. Social entrepreneurship can help to address social and environmental challenges while generating economic value. For example, social entrepreneurs can use digital platforms to provide healthcare-related services to underserved communities, helping to increase access to healthcare and improve health outcomes. Social entrepreneurs can also use digital platforms to provide healthcare-related products, such as medical supplies or health monitoring devices, to patients who may not have access to these products otherwise.

Finally, the digital space can provide opportunities for research and development in the healthcare sector. Digital platforms can enable researchers to collect and analyze data on healthcare outcomes, which can help to identify areas for improvement and inform policy decisions. Digital platforms can also provide opportunities for collaboration between researchers, policymakers, and healthcare professionals, allowing for the development of evidence-based healthcare policies and practices.

Having elaborated thus, the question remains how to create a digital space which is capable of rendering the ecosystem privileges associated with health and education and then on top of that with innovation and entrepreneurship for activating a free-market liberal enterprise architecture capable of delivering public goods and services.

5. Case study : the Digital Vision of the Bangladesh Foreign Office

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5.1 Digital Bangladesh. Smart Bangladesh. An Evolving Vision

Before the election of 2008, the election manifesto of the Awami League had a near-magical tagline, "Digital Bangladesh", which became the dream of the whole country irrespective of the political view of the individual. That incredible idea changed the course of Bangladesh once and forever. Under the able leadership of Hon'ble Prime Minister Sheikh Hasina and the astute supervision of the Hon. ICT adviser, Mr. Shajeeb Wazed Joy, Bangladesh is crossing new landmarks in the ICT and ITES domain every six months and various papers have independently re-confirmed visible, measurable and verifiable progress in the sector (Imran and Gregor, 2010⁸¹; Rahman, 2016⁸²; Siddiquee, 2016⁸³).

With a mobile penetration rate as low as 7% in 2005, the country has reached a height of 103% in 2023. This is commensurate with the phenomenal growth in its GDP over last fourteen years – particularly manifesting itself in agriculture, mobile financial services and e-commerce (Islam et al, 2011⁸⁴; Chowdhury, 2015⁸⁵; Yesmin et al, 2019⁸⁶; Rahman et al, 2020⁸⁷).

⁸¹ Imran, A. and Gregor, S., 2010. Uncovering the hidden issues in e-government adoption in a least developed country: The case of Bangladesh. *Journal of Global Information Management (JGIM)*, 18(2), pp.30-56.

⁸² Rahman, S.M.A., 2016. Prospects of PPP in expanding ICT services in rural Bangladesh: A case of union digital center. *International Journal of Economics and Finance*, 8(2), pp.163-170.

⁸³ Siddiquee, N.A., 2016. E-government and transformation of service delivery in developing countries: The Bangladesh experience and lessons. *Transforming Government: People, Process and Policy*, 10(3), pp.368-390.

⁸⁴ Islam, M.A., Khan, M.A., Ramayah, T. and Hossain, M.M., 2011. The adoption of mobile commerce service among employed mobile phone users in Bangladesh: Self-efficacy as a moderator. *International Business Research*, 4(2), p.80.

⁸⁵ Chowdhury, M.D., 2015. Socio-economic impacts of mobile penetration in SAARC countries with special emphasis on Bangladesh. *Asian Business Review*, 5(2), pp.66-71.

⁸⁶ Yesmin, S., Paul, T.A. and Mohshin Uddin, M., 2019. bKash: Revolutionizing mobile financial services in Bangladesh?. *Business and management practices in South Asia: A collection of case studies*, pp.125-148.

⁸⁷ Rahman, M.S., Haque, M.E. and Afrad, M.S.I., 2020. Utility of mobile phone usage in agricultural information dissemination in bangladesh. *East African Scholars Journal of Agriculture and Life Sciences*, 3(6), pp.154-170.

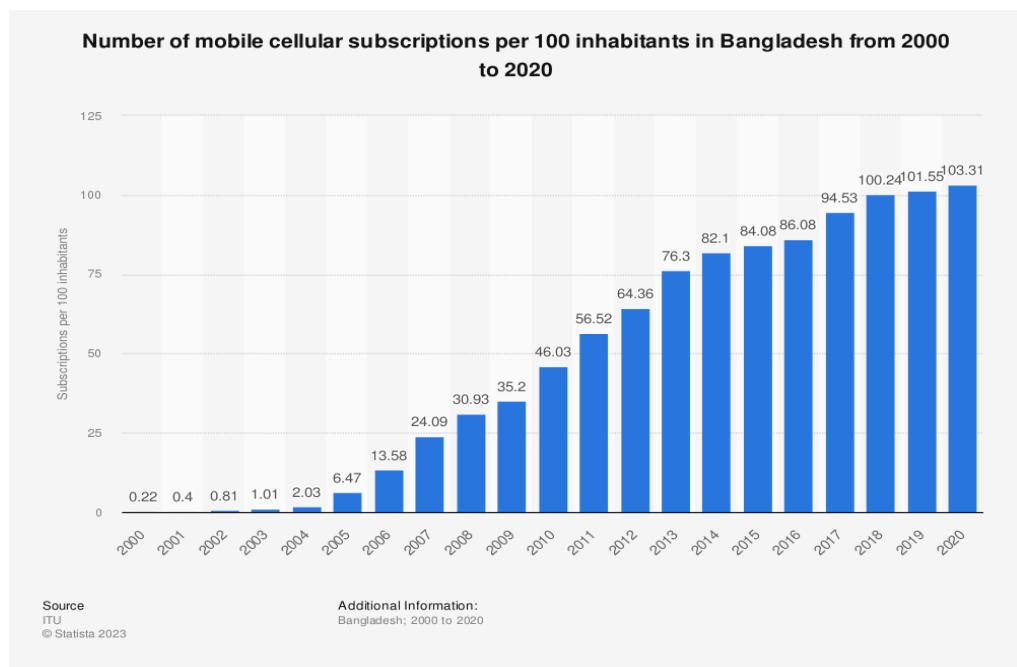


Figure 7: Mobile Penetration Rate, Bangladesh (Source: Statista, 2023⁸⁸)

With more than 600,000 freelance developers and broadband services extended to the farthest corners of the densely populated land, Bangladesh is now a designers' paradise. Bangladesh is now the seventh-largest data center in the world, saving not only data but also Tk 353 crore annually. Out of 39 high-tech and IT parks, 166 domestic and foreign companies have already started business activities in 9 of them. 14 local and foreign companies under Hi-Tech Parks are making mobile phones and laptops in Bangladesh and meeting 70 percent of the country's mobile phone demand. We are now contemplating export to other countries.

The country has seen exponential growth in internet connectivity, mobile phone usage, IT export earnings and use of ICT in education and accessibility of public services, driven by widespread digitization in the public and private sectors and policy support- including access to finance and overcoming barriers to market entry. At present, people are getting more than 300 categories of public-private services through 8,280 digital centers across the country. Foreign Ministry alone provides 64 services – both external and internal – all online – alive since December 2021.

More than 52,000 websites are involved in the national information window. At one point in time the price of internet bandwidth per Mbps was 72 thousand taka. At present, it is below taka 300 per Mbps. 18,500 government offices in the country are under the same network. High-speed (broadband) internet has reached 3,800 unions. The number of mobile connections in the country is more than one hundred and seventy million. Approximately one hundred and thirty million are internet users. The report of the World Economic Forum has rightly called for reducing the socio-economic gap in rural areas through mobile banking services – as the proof of concept has already been tested in Bangladesh. Online banking, electronic money transfer, use of ATM cards, etc. are not only contributing to the spreading of

⁸⁸ Statista. 2023. Accessed from: <https://www.statista.com/statistics/501942/mobile-cellular-subscriptions-per-100-inhabitants-in-bangladesh/>

e-commerce, or for that matter, for building a cashless society, but it is also contributing to the establishment of e-government across all layers of this previously disenfranchised society.

Bangladesh ranks 53rd in the ITU and 37th in the National Cyber Security (NCSI) Index, based on the legal system, technological expertise, organizational capacity, capacity building and cooperation adopted by 194 countries around the world and First among SAARC countries. In the development of a startup culture, various initiatives of the government including the “Idea Project” and the “Startup Bangladesh Company Limited” have already started reaping good dividends. The startup ecosystem has developed in the country.

By 2025, when 100% of government services will be available online, citizens will save on the TCV - Time, Cost and Visit (or travel). We are trying to extend the services to all our expatriates – thereby reducing the need for physical and travels and consequent hassles for attesting or issuing consular documents. By 2025, ICT exports will increase to 5 billion and IT and IT-based employment to 3 million and ensure 100% access to government services online, 300 more schools of the future and 190,000 WiFi connectivity, Village Digital Center and 25,000 Sheikh Russell Digital Labs.

Looking at the global picture, there is an active plethora of expatriates numbering close to 12 million. Also, at least 1.5 million more Bangladeshis require citizen services for going abroad, studying and for conducting business with the outside world. In addition, there are visitors for both touristic and economic purposes. Attracting trade, investment (project finance included) and technology for incubation, indegenisation and augmentation in an era of the Fourth Industrial Revolution also requires a real-time institutional presence on the part of the government. Securing the comfort and convenience of the individual citizen, the expat and those wishing to engage with Bangladesh requires tactile approach towards conceiving, delivering and constantly improving on the services provided by the Ministry. These services are not only limited to the existing set of activities but also includes the ever-dynamic nature of foreign engagement. Case in point, the COVID19 pandemic and its consequent global fall outs. Added, it has now been a manifold and multilayered spectrum of initiatives required to uphold the image of Bangladesh, and indeed any country, across the globe – particularly with the advent, widening and deepening of the cyberspace.

5.2 A Digital Vision for the Bangladesh Foreign Office: Deploying Complementary Asset Portfolios

The Ministry of Foreign Affairs (MOFA), in 2021, decided to undertake an ambitious plan to emerge as a focci for the administrative, economic, technological and citizen-centric (consular and welfare) services provided by the government. The aim of this ambitious programme was not only to streamline and digitalise the services provided by the Ministry to both the domestic and the external clienteles, but to also complement the Hon. Prime Minister’s stated vision of transforming Bangladesh society both home and abroad into an ICT driven paradigm. As it stands, the onslaught of COVID19 has moved the timeline up by at least 3-5 years in most cases and the whole world has become more technology-dependent than ever before. The changed circumstances require major shifts in both the design and the implementation of the services conceivable by the Government.

For the first time in its history, the executive leadership of the Ministry took active note that practicing the tenets of “Economic Diplomacy” and “Public diplomacy” – the two cardinal pillars of present-day Bangladesh diplomatic manoeuvres – requires active deployment of ICT-enabled tools and platforms which also act in aid of the decision support and predictive capability of the Foreign Office in devising pragmatic policy directives and maintaining an idealistic vision for the republic under conditions of the fast-evolving global order (Momen, 2021⁸⁹).

Under the visionary and brave leadership of the Hon. Prime Minister who fought radicalism and threats on her life for the challenges she had taken (Khondker, 2017⁹⁰) and also for the systemic threats that she encountered from within the status quo (Datta, 2007⁹¹; Chaney and Sahoo, 2020⁹²), the nation has already acquired the escape velocity to get rid of the clutches of vicious poverty by leveraging acquired capabilities in wealth and income generation and coupling it with smart social sector engagements (Giménez et al, 2014⁹³).

With its abundant youth (with a median age of 23+; Abusaleh, 2017⁹⁴), tech-savvy by default resulting in a large freelancing pool; Romke and Sayed, 2018⁹⁵), Bangladesh now needs the necessary administrative heuristics (especially problem solving and probabilistic calculations; as is found in several stand-alone papers including that of Rahman et al (2020⁹⁶) corrected to commence its journey of being an advanced tech-centric nation - especially by the use of fintech (Taher and Tsuji, 2022⁹⁷); incubating an open innovation ecosystem for the SMEs which

⁸⁹ Momen, Masud Bin. 2021. Keynote Speech on the 12th Digital Bangladesh Day 2021. 12 December 2021. Foreign Service Academy, Dhaka. Accessed from: https://drive.google.com/file/d/1dM75kLA_QfMyQBWqDQqYz1ruEe5F_pQo/view

⁹⁰ Khondker, H.H., 2017. Sheikh Hasina of Bangladesh: Politics, personality and policies. *Women presidents and prime ministers in post-transition democracies*, pp.221-237.

⁹¹ Datta, S., 2007. Islamic militancy in Bangladesh: The threat from within. *South Asia: Journal of South Asian Studies*, 30(1), pp.145-170.

⁹² Chaney, P. and Sahoo, S., 2020. Civil society and the contemporary threat to religious freedom in Bangladesh. *Journal of Civil Society*, 16(3), pp.191-215.

⁹³ Giménez, L., Jolliffe, D. and Sharif, I., 2014. Bangladesh, a middle income country by 2021: What will it take in terms of poverty reduction?. *The Bangladesh Development Studies*, 37(1 & 2), pp.1-19.

⁹⁴ Abusaleh, K., 2017. Demographic dividend in Bangladesh: Quest for initiatives. *Society & Change*, XI, 3, pp.37-48.

⁹⁵ Romke, R.A. and Sayed, M., 2018. The Impact of Freelancing on the Socio-economic Development of Bangladesh: A Study. *ASA University Review*, 12(2).

⁹⁶ Rahman, M.M., Mamun-ur-Rashid, M. and Mondal, S., 2020. Effect of Government Youth Development Training on Knowledge, Skill, and Attitude of the Incumbents in Barisal Division of Bangladesh. *International Journal of Education, Training and Learning*, 4(1), pp.1-7.

⁹⁷ Taher, S.A. and Tsuji, M., 2022. An Overview of FinTech in Bangladesh: Problems and Prospects. *FinTech Development for Financial Inclusiveness*, pp.82-95.

constitute more than 80% of the total business community of the country (Meng, et al, 2021⁹⁸) and co-creation as a value-driven dialectic process (Rahman et al, 2019⁹⁹).

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The executive decisions for a wholesale digital transformation in 2021 for the Ministry of Foreign Affairs literally placed the Ministry as a front-line leader in the pursuit of achieving tech-driven platform capability and connect the Bangladesh commodities and services, and in particular, its youth – both locally and internationally, in conjunction with the other line Ministries and agencies of the Government. The executive decision placed the MOFA Headquarters and its Missions abroad for taking a whole-of-government approach in designing and delivering their services and also for connecting the other public and private sector bodies in a seamless exchange of protocols.

As we shall see in the following sections, with help from the Government's lead agencies for ICT/ITES, the Foreign Office moved from being an organisation where computers were essentially word processors to a healthy ecosystem of programmes and platforms where ideas can take lucid and tactile shapes in less than two years between 2020 and 2022. However, it has also created and subjected itself to significant dissonances, frictions, and delays from asymmetries in its various spheres of Systems, Processes, Organisations and Cultures (SPOC; Cameron, 2008¹⁰⁰). One special case is that of the Identical Websites – which is not only a set of 81 websites, and rather, is a "Unified Digital Vision" of governance where all programming can be rolled out, simultaneously in the real-time, at a minimum cost to the public fund and where accessibility and replicability have been made extraordinarily easy. With a generous support from the Cabinet Division, the ICT Division and the a2i, the Ministry has now moved into an empowerment mode – attempting to empower not only the government - but also the people in the global space for digital trade, commerce, finance and equities. The intelligent cybernetics of the Identical Websites can deploy multi-pronged global programming from a single source at any given point in time across multiple locations – both ways.

5.2.1 Major Programmes

The Ministry's decision to digitalise its service delivery capabilities and take its productive assets online traces its roots to the As has been desired by the Hon'ble Prime Minister and also under various directives/guidelines/instructions of the PMO and the Cabinet Division for bringing all GOB services into one portal and under one umbrella (Mahmood, 2018¹⁰¹). The Ministry, in 2021, "decided" to work on digitalising the full spectrum of consular services¹⁰²

⁹⁸ Meng, L., Qamruzzaman, M. and Adow, A.H.E., 2021. Technological adaption and open innovation in SMEs: an strategic assessment for women-owned SMEs sustainability in Bangladesh. *Sustainability*, 13(5), p.2942.

⁹⁹ Rahman, M., Bose, S., Babu, M.M., Dey, B.L., Roy, S.K. and Binsardi, B., 2019. Value co-creation as a dialectical process: Study in Bangladesh and Indian Province of West Bengal. *Information Systems Frontiers*, 21, pp.527-545.

¹⁰⁰ Cameron, K., 2008. A process for changing organization culture. *Handbook of organization development*, 14(5), pp.2-18.

¹⁰¹ Mahmood, S.A.I., 2013. Public procurement system and e-Government implementation in Bangladesh: The role of public administration. *Journal of Public Administration and Policy Research*, 5(5), p.117.

¹⁰² <https://mofa.gov.bd/site/page/b89ff580-8dd3-40ba-9c2f-174c21bad3d2/Consular-Services-Available-at-myGov>

and a major part of the internal/Ministry/HQs administrative services¹⁰³, provided by both the Ministry and the Missions. Amongst eight major programmes – two related directly to the delivery of services for people. The rest created the digital backbone of the Ministry and its missions abroad. Some of the major components of MOFA's 'Digital Vision' is enumerated here.

5.2.1.1 Unified Websites

The Ministry was in the process of designing a common website design (only design/layout/looks) for more than twelve years since 2010. Except for three coordination meetings and lengthy internal noting, nothing much had moved in the years between 2010 and 2021. In between, there had been leadership changes in the ICT Wing of the Ministry (internal count suggests, more than nine changes were made – some overlapping – in the Director General for the Wing between 2010 and 2021). However, in 2021, the Ministry completed the entire process of unifying its website and those of its missions under a single and simple design-space and hosting architecture in only eight months. Discussion between Hon'ble Foreign Minister, the Hon'ble State Minister for Foreign Affairs and the Hon'ble State Minister of ICT accelerated the process. In April, 2021, Ministry of Foreign Affairs started working with the a2i (Aspire to Innovate, the National Innovation Agency) initiative for the identical websites. After the fine-tuning of the SSL and other smaller security and access details, the 'Beta version' of the unified website was made live on 08 November 2021. It was formally launched on 07 July 2022 in the virtual presence of the Hon. Prime Minister.

The design beauty and strength of the unified website is that each of the websites both at the HQs and at the Missions will have the same 'looks' and has one will have the same appearances but the content can be populated both from the Mission's end and from the HQs. Accessing the portal will also requires keying-in the name of the mission only (format: www.MISSION-NAME.mofa.gov.bd) making it easy for any citizen, or for that matter, any individual to access the web resources with a minimum effort. The access and design features of the websites make the website very user-friendly and one would know where to find his/her desired information for everything related to Bangladesh, its people and its Government (including the administrative, country details, visa, trade, investment, country profile etc.) from one single window – customized to the specific requirement of the mission/country. The maintenance simplicity of the websites enables even someone with a very minimal exposure to technology capable to do the full-load of the design, upload, maintenance and feedback of the websites. The Missions have already been sensitized about the issue and Ministry is working on arranging a final round of workshops and troubleshooting sessions before launching the final version. But that's only the stated agenda. What the actual understanding of the issues and challenges is remains a matter for organisational studies inquest.

¹⁰³ <https://mofa.gov.bd/site/page/06b39ccd-e350-4c65-8c3c-ca78d1c04617/Administrative-Services-available-at-myGov>

5.2.1.2 Deploying on the MyGov Platform

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In addition to its Unified Web Vision, MOFA decided to join the MyGov platform in 2021 – as one of the pioneers. ‘MyGov’ is a central platform providing digital services of various government organisations using a single digital platform. The Aspire to Innovate (A2I) program under implementation by the Department of Information and Communication Technology and the Cabinet division with the support of UNDP “MyGov platform” has been created. By using “MyGov” Rapid digitalization, gradually, the digital services of all the ministries will be integrated into the MyGov platform, so that the citizen can receive all government services from one platform. It is also possible to provide any type of document and payment online with low cost and fast service. Along with these services, the identity verification of the service recipients has also been arranged.

To bring more than sixty of its internal and external services on the digital platform, the Ministry already conducted several successful rounds of workshops and completed its validation and testing phase in November 2021. After completing three rounds of 72 hours-long design, validation and integration workshops, 34 consular services and 28 internal services had been crosschecked for validation, and after necessary documentation, MOFA services went live from both the HQs and from its missions abroad from December 2021.

‘MyGov’ was an important undertaking of the Ministry. To understand the enormity of its significance, one must look into the numbers. The Ministry of Foreign Affairs not only literally provide millions of consular services in a year in Bangladesh, but it also offers services to millions of expatriate Bangladeshis living in every corner of the globe. More than 800,000 certification/attestation are provided per year under corona restrictions alone by the MoFA HQs. Additionally, it is very much pertinent to consider that each expatriate citizen would need at least one consular service per year – making the aggregate number exceeding few millions. If the service-seeking individual could take these services sitting in the comfort of their home, using their computers or mobile phone, this would earn the trust and confidence of the citizen service seeker significantly, reduce the number of fraudulent activity effectively to zero, nullify the influence of the wicked unofficial/private intermediaries, and most importantly, reduce millions of precious human-hours currently needed if the service seekers had to come from different corners of Bangladesh. After integrating the payment option with the mygov platform, Non-Resident Bangladeshis would also be able to take consular services from the Mission sitting in the comfort of their home. This would save them from hundred miles of journey as in most cases Bangladesh Missions are only in the capital/prominent cities.

All MOFA services could now be available from the UDC (Union Digital Centre¹⁰⁴) and the 24x7 toll-free call-line 333. This made the MOFA architecture reachable with a single click from all hundred thousand villages for the first time ever.

Additionally, MOFA also started working with the a2i for connecting the ekshop/ekpay (একশপ / এক পে) platforms and integrate them with the unified website - so that Embassy websites/portals can become one of the default gateways for foreign direct trade and finance.

¹⁰⁴ Details can be found at: <https://a2i.gov.bd/wp-content/uploads/2022/09/Union-Digital-Centres.pdf>

5.2.1.3 E-Nothi and Digital-Nothi (D-Nothi):

E-Nothi is the electronic filing system of the government. This huge sub-structure brought the dusty old colonial world of paper files and paper records to an AI-enabled ecosystem of unified filing and noting management for the country of hundred and seventy million (Yeasmin, 2020¹⁰⁵) with 19,000 government offices and some 1,50,000 officials from one matrix of architectures. The Ministry is working with the a2i project for securing privileged access for both the HQ and the Missions to the E-Nothi/D-Nothi framework being deployed by the a2i project under the ICT Division. Effectively upgrading MOFA filing system (which is literally the decision making system of the government) into a digitalised ecosystem and then integrating it with the whole of the government, including the cloud and other cloud-based services. E-Nothi/D-Nothi allows both connection and reporting to the National Portals and also to the review and reporting requirements of the central government – making the MOFA services both more accountable and more responsive to the needs of the large expatriate communities and the citizen service seekers and reducing rent seeking activities on the decision making architecture of the Ministry and its global deployments particularly with regards to the interfaces between the Ministry and the expatriate population.

5.2.1.4 MOFA Archives

During and since independence, MoFA has played a significant role in the historic evolution of Bangladesh. It was in the Bangladesh mission in Kolkata in 1971 (the first diplomatic mission that Bangladesh had during the Glorious War of Liberation in 1971) that the first Bangladesh government was housed. Unfortunately, there had been no archive of the Foreign Office in more than four decades. MOFA decided to create an archive digitally in 2021. Though it had started with a2i and the DSDL team, eventually, the MOFA team delivered on its intent by procuring and adopting on an open code ecosystem from the BCC (Bangladesh Computer Council).

5.2.1.5 Branding Bangladesh

One of the major targets of the ‘digital vision’ for the MOFA included creating a platform for hosting initiatives in ‘nation branding’. The Ministry decided to work on branding Bangladesh more effectively and efficiently. The Ministry wanted to determine the most appropriate time and the most suitable content – delivered in the most effective manner to be successful in the crucial domain of public diplomacy targeting the audience from both home and abroad for creating a clear picture of the country, its values, its history and heritage, and its productive resources. MOFA planned on employing optimised search parameters/options and positively

¹⁰⁵ Yeasmin, N. 2020. Using e-Nothi (e-Filing) in govt offices: a timely initiative for Digital Bangladesh. The Business Standard. Retrieved from: <https://www.tbsnews.net/tech/using-e-nothi-e-filing-govt-offices-timely-initiative-digital-bangladesh-44061>.

reinforcing the attributes that the individual would experience when they would search for Bangladesh on their choice of search engines. One objective included creating a brighter and positive image of Bangladesh globally so that its brand perception rises. The cross-cutting architecture of the MOFA web systems allow both deployment and activation of interactive content and decision-making processes which would allow for a more effective and a more efficient mode of service delivery and thereby empowering the service seeker to reach his or her full potency from the services derived from the MOFA web ecosystem.

From a narrative point of view, Bangladesh has seen both the worse and the better. The story of the nation is heroic. But such is true for every nation which aspired to live free. Freedom and dignity are the key words here. MOFA believes that its organisational architecture needs to convey this story and take it to the rest of the world. Its web-offering is simple. MOFA web-architecture provides the platform for a Minimum Viable Innovation Engine (MVIE) for creating solutions which can resolve both the legacy challenges and the systemic challenges while at the same time resolving various stand-alone crises faced by the state systems and allow the individual to emerge as the centre of all priorities and can be afforded the most optimal configurations of public good.

5.3 Tactical Results

The Ministry developed, trained, tested and deployed its unified web vision across the length and breadth of its HQs and its mission abroad. But the results observed are mixed.

5.3.1 Services Delivered

The Unified Web Vision of the MOFA has brought together all services rendered by the MOFA and allied Ministries involved in the delivery of consular services for expatriates and citizens going abroad for work or studies or something else. But more than that – it has created valid ‘possibilities’ and wired inside the web architecture channels for connecting market forces, productive elements, and financial channels – including but not limited to remittances as suggests the following screenshots from a single mission (Bangladesh Consulate General in Jeddah). It may be noted that the format is the same for all missions abroad – making it easy for all Bangladesh citizens and everyone wishing to do business in/with Bangladesh access most of the support that they may need from the government from a single window.



Figure 8: Header Group of All Missions; sample: Jeddah

The screenshot shows a navigation menu with three main categories: "Trade & Investment" (highlighted in red), "Consular" (highlighted in green), and "One Stop Ser". Under "Trade & Investment", there is a sub-menu with the following items: "Economic Diplomacy", "Why Bangladesh", "BSEC Roadshow", "Bangladesh Rising", "Invest Opportunities in BD", "Policies", "Exporters of Bangladesh", "ATAB", and "Useful Links". Each item has a small black triangle icon to its right.

Figure 9: Trade and Investment Group of All Missions; sample: Jeddah

The screenshot shows a navigation menu with three main categories: "Consular" (highlighted in red), "One Stop Services (OSS)" (highlighted in green), and "News & E". Under "Consular", there is a sub-menu with the following items: "Visa", "e-Consular", "Passport", "Welfare Services", "Other Consular Services & Fees", "Bank Details to Pay Consular Fees", "Important Notices", and "Download Forms". Each item has a small black triangle icon to its right.

Figure 10: One-Stop Service Consular Group of All Missions; sample: Jeddah

One Stop Services (OSS) | News & Events | Contact Us | Rem

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myGov - Government Services in One Address
Bangladesh Economic Zones Authority (BEZA)
Bangladesh Investment Development Authority (BIDA)
Bangladesh Hi-Tech Park Authority
Bangladesh Export Processing Zones Authority (BEPZA)
Bangladesh Small and Cottage Industries Corporation
EkPay - Bangladesh's largest leading payment processor

Figure 11: Economic Diplomacy Group of All Missions; sample: Jeddah

News & Events | Contact Us | Remittance Corner

Ren

Sonali Bank - Blaze

Figure 12: Remittance (and Finance) Group of All Missions; sample: Jeddah

Apart from the self-explanatory titles of the figures, it can also be seen that new possibilities are coming up as deployable options – such as Muktopaath - an open, online, mass-deliverable, testable, certifiable, course platform of the Government of Bangladesh – which could also be utilised for the much needed skills development programmes which could be delivered globally across all missions and all territories. Trivia: such programmes could help treble the remittances from the Gulf where more than six million Bangladeshis work for low-wage categories because of their uncertified nature of skills – which also face problems in upgradation/reskilling.



Figure 13: MOOC-ware deployable on the MOFA Unified Web Ecosystem

At this moment, discussions are going on for creating the first set of online Expatriate Digital Centres connected to the Unified Web Vision of MOFA for creating the likes of the Union Digital Centres.

A full bloom of complementary assets are growing from the ideations of the MOFA web architectures deployed through the Unified Web Vision giving rise to the ideation of a new variant in the conception of public service delivery ecosystem prevailing in Bangladesh.

5.3.2 Whole of Government (WOG) Approach

The MOFA Web has already created the first Ministry level web platform which the Whole of the Government can use for furthering its public goods delivery systems. It has utilised the common code blocs and coupled them with Ministry-specific debugging to create frugal solutions.

5.3.3 Financial Frugality

Mentionable, all MOFA services (eight major programmes combined) cost to the exchequer was BDT 1,260,000/= (less than US\$ 15,000/= in current conversions rates as of April 2023).

5.3.4 Internal Adoption Rate

MOFA HQs developed and deployed the full range of web-systems within the first year (2021-2022; Bangladesh administrative years/ Financial years are from July to June). However, not all Missions adopted the technology immediately. The following figures indicate a mission-wise adoption rate for the unified web services.

As the following table and the figure after that portrays, in spite of comprehensive trainings, only two thirds of the missions are working at par with the efficiency levels desired.

Table 4: Number and Range of Trainings Provided by the HQs

Training

Training Session	No of Participant	No of Hours	No of Missions
2020	91	36 Hours	68
13, 15 April 2021	98	32 Hours	72
10, 13 April 2022	112	24 Hours	78

Mission's Data Migration after training

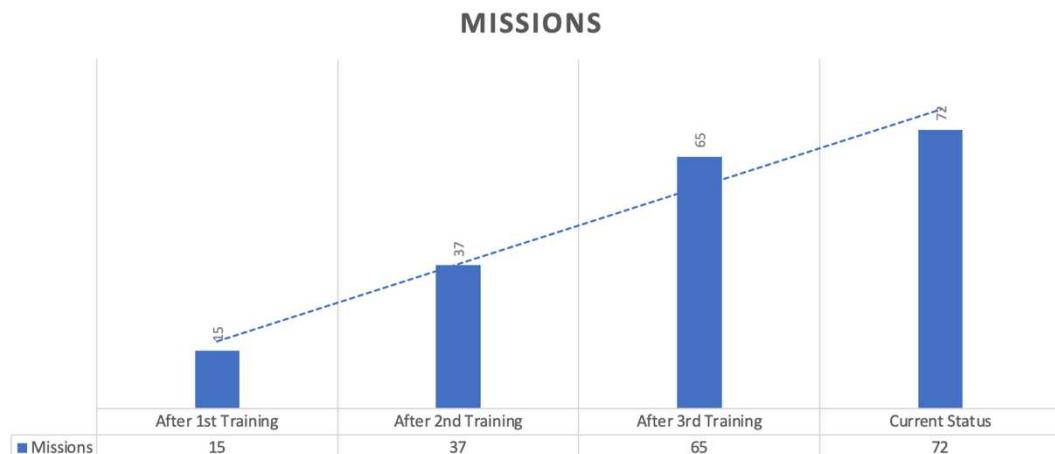


Figure 14: Mission's Data Migration Rate/Trend

5.3.5 Internal Technological Issues

The following have been found to be the issues of primary discontent in the development of the unified web vision technologies in the MOFA HQs and its missions abroad (in a scale of 5 with 1 being the least desired outcome and 5 being the most desired stateⁱⁱ):

- i. Limited design options when developing a template (3.5).
- ii. Difficulty in managing and maintaining multiple websites (2).
- iii. Complicated user experience due to design or navigational issues (1).
- iv. Poor performance due to site complexity or content (2).
- v. Limited search engine optimization (SEO) capabilities (2.5).
- vi. Inadequate website hosting or server resources (1).
- vii. Lack of flexibility to make changes or updates (2).
- viii. Limited functionality for specific organizations (1).
- ix. Difficulty in coordinating efforts among multiple stakeholders (4).

- x. Security vulnerabilities due to complexity of the project (1).
- xi. Limited resources to allocate to each website (2.5).
- xii. Inability to gather accurate data on website performance (2.5).
- xiii. Technical difficulties with website functionality or content (2.5).
- xiv. Limited capacity to track and respond to website inquiries (1.5).
- xv. Limited ability to provide customized user experiences (2).
- xvi. Lack of access to necessary website features or tools (1).
- xvii. Difficulty in managing website content (1).
- xviii. Difficulty in implementing third-party integrations (3).
- xix. Limited ability to track and measure website traffic and engagement (4).
- xx. Difficulty in ensuring website security and preventing hacks (1).
- xxi. Difficulty in managing website updates and maintenance (3).
- xxii. Limited ability to incorporate user feedback (2).
- xxiii. Limited ability to manage website content in different languages (3).
- xxiv. Difficulty in managing user permissions and access levels (2).
- xxv. Limited ability to provide customer support through the website (4).
- xxvi. Difficulty in managing website user accounts and profiles (2).

As is seen, managing expectations and coordinating amongst different stakeholders created the major dissonances in the development and in the maintenance of the unified web vision from a technological point of view.

5.3.6 Internal Organisational Issues

In spite of the best of intentions, the HQs could not activate all missions in a similar fashion.

Missions Activity

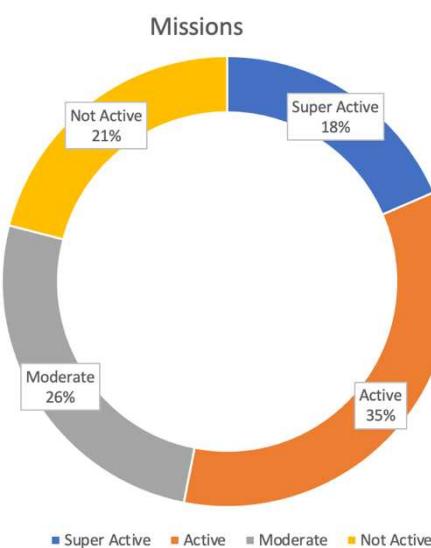


Figure 15: Missions Activity Profile

As the internal data suggests, around 60% missions are operating at above average performace level. More than a fifth of the Missions are operating below average.

The reasons which have been cited as contributing negatively to the performance of the programme suggests (in a scale of 5 with 1 being the least desired outcome and 5 being the most desired state):

- i. Difficulty in understanding tech lingo (2)
- ii. Difficulty in receiving service real-time (1)
- iii. Difficulty in managing consent and participation of missions (4)
- iv. Difficulty in communicating the HQs needs to the missions (4)
- v. Difficulty in coordinating with the service seekers (2)
- vi. Difficulty in migrating from a manual to digital ecosystem (4)
- vii. Difficulty in creating a culture of digital performance (4)
- viii. Difficulty in sustaining motivation in updates (4)

The reasons which have been cited as contributing positively to the performance of the programme suggests (in a scale of 5 with 1 being the least desired outcome and 5 being the most desired state):

- i. Commitment of the Senior Leadership (5)
- ii. Commitment of the field leadership (5)
- iii. Commitment of the mid-ranking / middle management (4)
- iv. Commitment of the executive designer/developer (2)
- v. Remuneration/reward for performance digitally (3)
- vi. Recognition of individual efforts for digital transformation (3)
- vii. Individual's preferences for digital transformation (4)
- viii. Clients need for digital transformation (1)
- ix. Ease of work with digital transformation (3)

What was found is that more than the service seekers' demands/wants, it was the executive leadership's commitment which drove the digital transformation across the 81 missions.

One major observation remains that work for the Unified Web architecture does show an amoebic expansion pattern which keeps on evolving and adding up as work progresses and mutates.

5.4 Complementary Asset Portfolios leading to Minimum Viable Innovation Engines (MVIE)

As has been outlined, the MOFA Unified Web architecture has created a platform for hosting a plethora of services and even other organisations/solutions which could be mounted on top of the MOFA web. The annual cost savings to the expatriate is estimated to be US \$ 1.29 billion (at a cost saving of US\$ 100 only per person per year – which is, rather unrealistically, a low floor).

The data which can be generated and harnessed is literally breath-taking – which is leading MoFA to work on creating the first Neural Network of the country¹⁰⁶.

Another major observation is that on the MoFA + Missions websites (deployable from a matrix), the private sector elements can also take webspace – making it easier for the private sector participants to have them indexed globally and creatin access protocols for coordinating with the state-level competencies, capabilities and adjacencies.

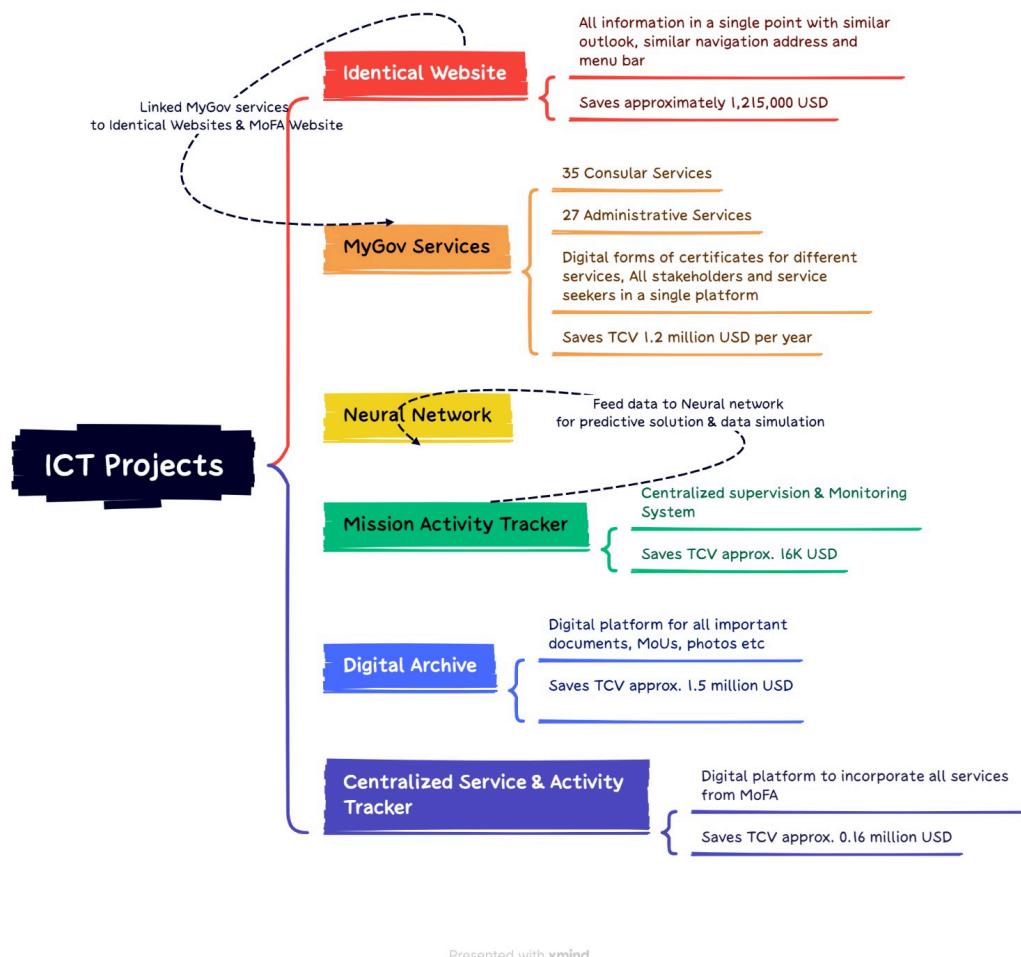


Figure 16: The MOFA-ICT Schema TCV / MVIE

What is now to be seen is how the platform vision of governance and digitalization of the Bangladesh Foreign Office can result in a replicable and frugal innovation model for creating sustainable income and wealth benefits for individuals operating from the Bottom-of-Pyramid markets and whether this hybridisation of efforts between the human space, the digital space and across national boundaries can usher in a new era in organizational behaviour, with multipliers in the economic, social, gender, trade, investment and technology in the public

¹⁰⁶ <https://www.tbsnews.net/bangladesh/innovation-lab-sheikh-hasina-neural-network-inaugurated-ministry-foreign-affairs-602086>

space and what impacts it would have on the nature of the bureaucratic organisation of the state.

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6 Conclusion

The objective of this paper was to find out some critical details about the ways in which ICT ecosystems could be leveraged to access high value privileges in innovation and entrepreneurship and the challenges from an organisational and institutional perspective. What we have seen is that indeed, the ICT ecosystems can be frugally managed to leverage market potentials of productive capabilities latent in the BOP actors. With a little bit of organisational support from the otherwise inert bureaucratic structures underlining the diplomatic and consular services provided by the Ministry of Foreign Affairs and its Missions abroad, an ecosystem for creating favourable conditions for not only accessing traditional and conventional consular support but also accessing production, marketing and financial support services.

What we have attempted to show in this short essay is an evolutionary step taken by a public authority – in this case – the Foreign Office and which made connections between and amongst disparate portfolios already deployed by other public sector bodies or undertakings to create an immersive techno-social environment which delivers inchoate public goods contributing to direct augmentations in income and accrual of wealth in addition to creating operational bridges across deep institutional voids. The ancillary benefits can be seen in the improvement of efficiency in delivery of services, decrease in the possibility and potential for corruption, creation of a platform-based system which can mutate according to the needs of the service demanded while at the same time delivering on the stated political agenda of the national government for reducing cost, time and visits for acquiring government services.

Notes

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ⁱ Stating that, “rugged topography poses significant costs to cooperation among the constituent groups within the state. This problem then translates into inability to commit to policies and under-provision of public goods, leading to such outcomes as poor protection of rule of law, limited tax revenue, civil violence, and ultimately, a weak state apparatus” (*ibid*).

ⁱⁱ The full range of complaints received during the whole exercise include:

1. Fix the photo size for uploading in the website
2. Mission's name overlapping with background photo caption (Home page)
3. Uploaded photo albums doesn't showing
4. Photo ration problem, stretch photo in gallery
5. Weight(serial) of the menus not working
6. Date wise serial of the press releases not working.
7. Can't find Assistant High Commissioner's designation in officer's profile section
8. The order of the menu items (and nested ones) is not reflecting properly (Menu Order)
9. webpage is different in mobile and desktop view (Web view)
10. Login session auto expiration time is very short (Login Timeout)
11. File not found issue is occurred, then shows "Welcome to MoFA File Server"
12. Social media icons are not working (Brasilia)
13. Server time is showing wrongly for Brasilia, Geneva, Los Angeles, New York, Toronto
14. Sitemap is auto expanded, should be expanded if sitemap is clicked (UI)
15. Photo gallery label text length limitation
16. Left block permissions for all missions
17. Internal eService links are not working in right block
18. Foreign Service Academy right block links are not provided by MoFA and links are not working
19. Events calendar is not showing serially