DECISION MAKING PROCESS FOR STRATEGIC LEADERSHIP: DEVELOPING COUNTRIES PERSPECTIVE

Brigadier General Anwar Hussain, ndc, psc

INTRODUCTION

The process of decision-making involves identifying and choosing alternatives based on the values and preferences of a decision maker. Making decision is certainly the most significant task of a leader at the strategic level. Today, state strategic executives can make public decisions with participatory views. Contrary to developed nations, decision-makers of developing countries feel more comfortable in adopting a unilateral decision-making strategy, based upon self-directed political interest. Fear psychosis, lack of trust, absence of decision-making infrastructure, environment etc, appear to be the key obstructions in accepting the decision making process as the best possible means to hunt for a plausible solution. In the state decision-making cycle, a leader needs to navigate his or her way through politics, and the social pressures of the decision process, over and above people's diversified interests.

The objective of this paper is to underscore the significance of the decision-making process for strategic leadership in order to ensure good governance with people's participation and suggest a workable systematic 'Decision-Making Process' for handling strategic policies in a developing country like Bangladesh.

REQUIREMENTS OF DECISION-MAKING PROCESS

It is evident that, leaders with democratic as well as autocratic mindset have been following the process of decision-making for effective policy implementation in Bangladesh. In earlier times, people consulted their elders for alternatives and in taking decisions in comparable situations. Then, at some point, this consultative function shifted to soothsayers, astrologers, and religious figures and later to the executive heads of modern management bodies. "Modern decision making is the result of very small incremental gains in the understanding of decision-making processes and human thought, and the application of technology tools to support the process"[1].

Today at the strategic level, governance, participation and management are the three areas of policy and decision-making. "People should be encouraged to be responsible resource users by involving them in the planning process, and allowing them to identify, prioritize and find solutions to their own concerns."[2]

---

1. *Bilkent Uuniversity*, Department of Industrial Engineering website http://www.arlingsoft.com/history.htm accessed on 10 June 2006

2. Bangladesh National Environmental Action Plan, 1997.

Leaders at strategic level need to execute policies with more transparency following a participatory approach. In the future and in a globalizing environment, there will be greater ambiguity and uncertainty, and less predictability. Decisions will have to be made across a wide range of social, cultural and political factors. The private and public sectors will come closer. Global economic emancipation will take place, requiring leaders to embrace different cultural values.[3]

RELEVANT DEFINITIONS

It is necessary now to define strategic leadership. Some definitions and decision levels are discussed in what follows:

Strategic Leaders. The term strategic leadership at the state level relates to executives who outline strategic visions and take decisions to keep the state machinery functional for the service of the people. Strategic leadership entails making decisions across variable cultures, political agendas, personalities and public desires, which require plans that are acceptable and participatory. 'Strategic leadership demands the ability to make sound, reasoned decisions—specifically, consequential decisions with grave implications. Since the aim of strategy is to link ends, ways, and means, the aim of strategic leadership is to determine the ends, choose the best ways, and apply the most effective means'.[4]

Strategic Visions. Strategic visioning is about creating a successful and wealthy nation with a clear sense of direction and proving a clear agenda for policy making. Strategic visioning is often cited as 'A fundamental ingredient of effective leadership, progressive top management team and organizational success'.[5]

Strategic Planning. Strategic planning is a part of the decision-making process and is needed to address complex and important developmental issues required for the well-being of the country. Without relevant inputs from experts and stakeholders, it is necessary to focus on the future and predict how the world could be different 5-10 years from now. Therefore, it should be aimed at creating potential-based policies. In a developed country, key players implicated in strategic planning are political leaders, bureaucracy, stakeholder's experts and civil societies.

Strategic Environment. In its true sense, the strategic environment refers to the democratic setting, including the mind-set of the political leadership regarding good governance. Participation of diverse stakeholders in the state decision-making process depends fundamentally on the strategic environment and honesty/ dedication of the leadership.

---

3. Government Decision Making. http://homepages.which.net/~gk.sherman/caaaaaa.htm accessed on 11 Jun 2006
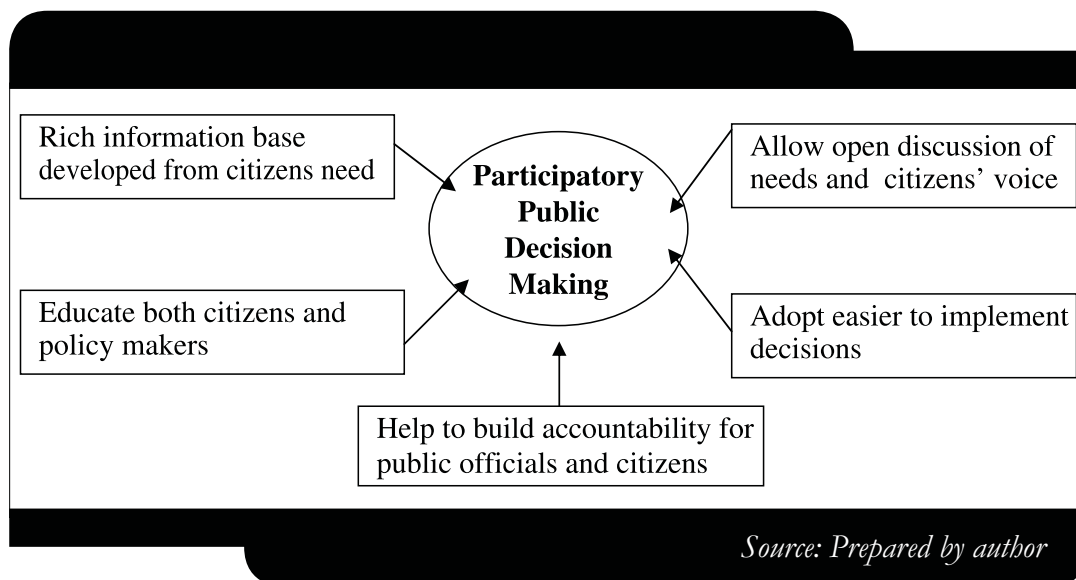
4. Bolman Lee G and Terrence E Deal , *Leadership and Organizational Vitality ,* A Working Paper on Blue Ribbon School Programme, US Department of Education, 1997, p. 16

5. http://www.cambridgenetwork.co.uk/pooled/articles/BF_PSART/view.asp?Q=BF_PSART_132548, accessed on 12 Jun 2006.

Strategic Decision-Making. Strategic decision-making is needed when 'The stakes are high, ambiguity and novelty characterise the situation, and the decision represents a substantial commitment of financial, physical, and/or human resources'.[6] It differs from routine decisions as it involves diverse state organs in which problems are not well-defined, alternatives are not obvious and the impact on society is very high.

PUBLIC DECISION-MAKING POLICY CYCLE

Participatory Decision-Making. The chief executive and the sub-ordinate executives of a state bear ultimate responsibility for policies adopted and their administration. A transparent public decision-making cycle should involve stakeholders from multiple dimensions to confront complex situations. Participatory decision-making cycle is a process involving systematic research, practical experience, interactive ideas, interests, ideologies, institutions, individual expertise and private-public relationships. These several factors are the determinants of participatory decisions at the political and administrative levels. At different times and under different regimes, the participatory decision-making process may vary but the basic procedural structure will remain same. Whatever may be the form of government, all state decisions generally follow a policy cycle. 'It is important that the policy cycle must be augmented by participatory inputs in order to address conflicts and choose the most essential issues for final goals'.[7] From the following chart, it is obvious that for successful governance public – private participation is essential:

Rich information base developed from citizens need		Allow open discussion of needs and citizens' voice
	Participatory Public Decision Making	
Educate both citizens and policy makers		Adopt easier to implement decisions
	Help to build accountability for public officials and citizens	

Source: Prepared by author

6. Roberto Michael A, *Why Great Leaders Don't Take Yes for an Answer: Managing for Conflict and Consensus*, Wharton School Publishing, USA, 2005, p.5

7. Http;//ceinfo.unh.edu/news/pub1part.htm accessed on 12 June 2006

Decision-Making and State Policy. State policy involves these aspects: politics, internal and external security, economic, commerce, society, foreign policy etc., which have bearings on national development. Government of any democratic system must incorporate the decision-making process within the state policy cycle to arrive at the best achievable solutions in the national interest. Integration of structured decision-making process within the state policy development mechanism would involve the following aspects:
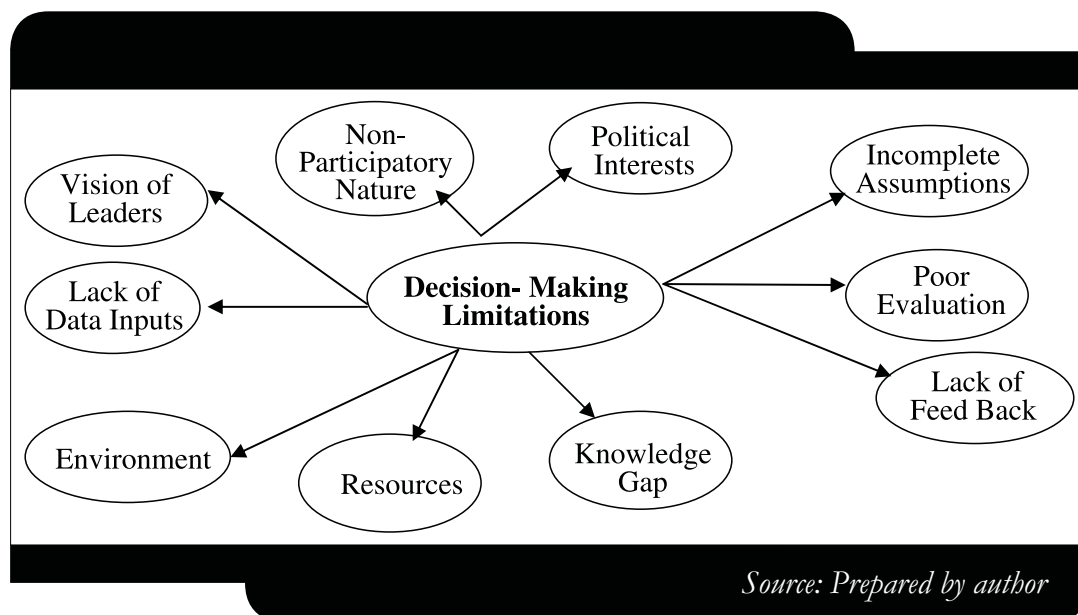
1. Rational distribution of national resources.
2. Accountability and transparency of policy planners and policy makers.
3. Harmonious relation between public and private sectors.
4. Planned and participatory development.
5. Citizens or stakeholders voice in state policy.
6. Bridge between political masters, government officials and stakeholders.

Decision-Making from Developing Countries' Perspective. Developing countries are yet to recognize the importance of decision policy cycle in state organs. In implementing policies, they are found to be shy in taking advice. Intentionally or unintentionally, they ignore a range of policies that could be utilized in order to build foundations. Hunt for power and status of the third world strategic leaders is the main impediment in the observance of public policy decision-making. They tend to avoid the main dimensions of the process, namely the impact and the regulatory principles and nature of policies. As such, there exists missing links between decision-making bodies, government officials, society and decision-making processes, resulting in messy solutions. Decisions taken are mostly autocratic and shaped by political interests instead of values, tradition and rationality.

Political Dimension and Environmentat Requirement. Institutional environment for decision-making has been inserted in legal frameworks in developing countries due to long practice of democracy and participatory management in the national public policies. In addition, creation of flexible environment and agile mechanisms of accountability of public agents have reduced abusive exercise of a public office or position in public administration and brought corruption to negligible limits. In the developing world, governments are yet to establish a harmonious environment for public policy decision-making with the support of appropriate competent organizations involving public participation. Due to the embryonic democratic practice, they are overlooking the need for customary evaluation of laws and regulations, public policies, and overseeing related institutional/administrative reforms to create a participatory decision-making environment for sustainable development. Negative political

pressure is more pronounced during decision-making with an aim of rendering them effective for the interest of the next election. In a country like Bangladesh, strategic decisions are still centralised and awareness or significance of good decision-making process is relegated to the background. Political leaders believe in emotion-based decisions rather than pragmatic decisions because of a lack of long-term vision. They are more reactive than proactive in decision-making.

Handicaps in Decision-Making Process. In all possible type of state decision-making process, the cardinal issue is the participation of all stakeholders. In the developed countries, the process is institutionalized whereas in least developed countries the practice is paper-oriented and show-cased. The major handicaps of decision-making process are as shown in the following diagram.
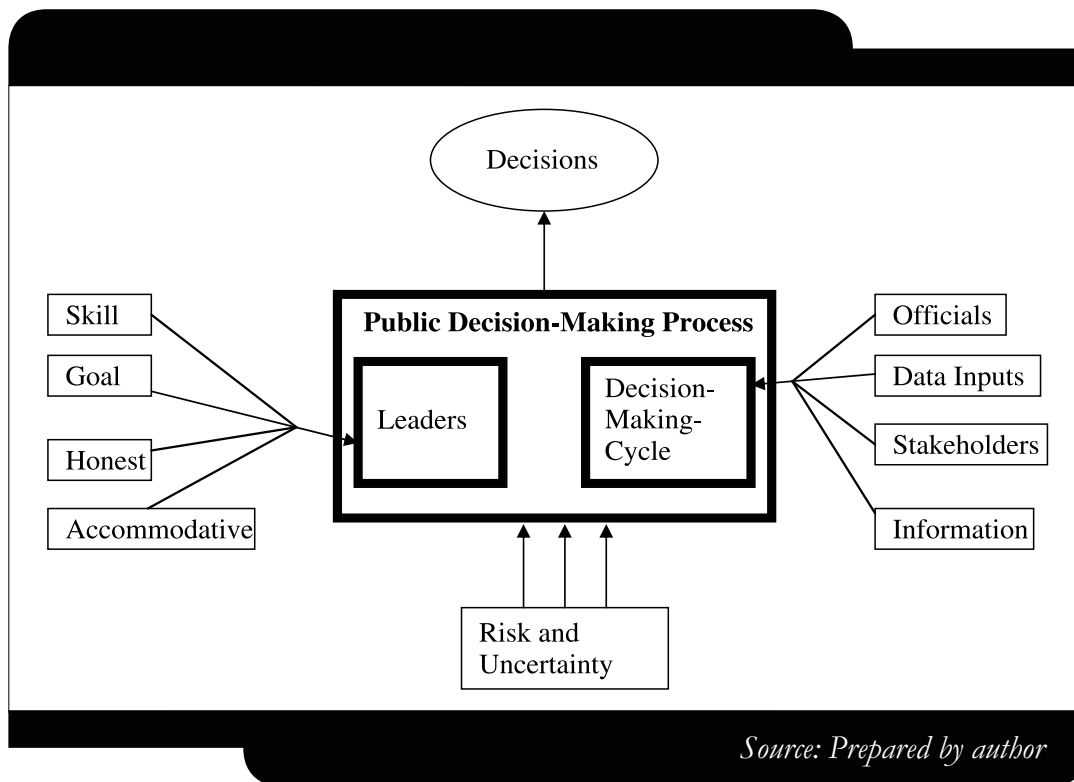

Source: Prepared by author

ACTORS IN DECISION-MAKING PROCESS

Leadership and Public Decision-Making. In public decision-making, the state decision-maker has to have knowledge regarding the nature of outcomes and their far-reaching effect. It will be imprudent to think that the context of the decisions will be corruption and political interest-free or executives' influence-free even under a total democratic environment. The fear of taking the wrong decision or a major decision can make a leader impolite, weak, timid or arrogant. Such fears may make leaders take the wrong decision. These symptoms are very pronounced in the developing world. Nevertheless, there are good examples also, where leaders have been able to establish their credibility through transparent and participatory public decision-making. For example:

"The best example of good leadership in Africa is Botswana. Long before diamonds were discovered there, this former desert protectorate, which was neglected by the British under colonialism, demonstrated a knack for participatory democracy, integrity, tolerance, entrepreneurship, and the rule of law. The country has remained democratic in spirit since its independence in 1966 -- an unmatched record in Africa. It has also defended human rights, encouraged civil liberties, and actively promoted its citizens' social and economic development."[8]

Leaders and the decision cycle are two essential ingredients of the state machinery because decision outcomes must provide direction for economic development, administration and service to the nation. To deal with increasingly sophisticated problems, leaders must have vision and skill. At the same time they must allow institutional decision-making processes to function, in the manner expressed by the following diagram:

Source: Prepared by author

Relation between Public Servant and Political Leadership in the Decision-Making Process. To implement policies and vision with a view to preserving the public interest, intimate and healthy relations between public

---

8. *African Development Report 1997*, UNDP, Item No 6 of Third regular session 1997, New York.

servants and political leadership are indispensable in the decision-making process. Politicization of the civil service has been a negative phenomenon in the administrative system, and has posed problems in the strategic decision-making process. Many political leaders have overtly or covertly given the feeling that public servants must support their agendas, even if they disagreed ideologically with them. Since public servants have official obligations and political leaders have political obligations in formulating state policies, conflicts can arise in decision-making, especially in developing countries. When political criteria are applied for recruiting, promoting or dismissing civil servants, a fear psychosis works preventing civil servants from rendering their best input in decision-making; as a result they prefer the "Yes Minister" approach.
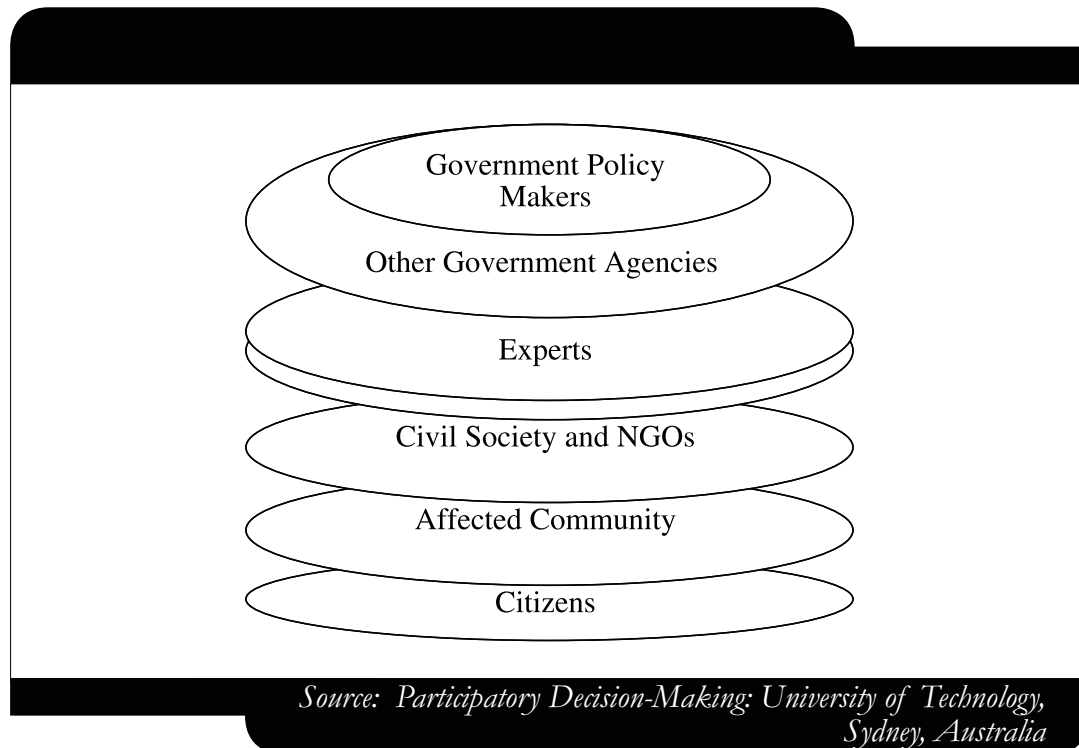
Political Corruption and the Decision-Making Process. In today's complex environment, there are many examples of incorrect and unethical decisions taken by political leadership in both developing and developed nations. A culture of compromise for popularity has evolved within the political leadership, which has led them to unethical behaviour. Another culture has developed, especially in the developing world, where leaders are only accountable during election polls, which encourages them to indulge in corruption. Leaders are charged in a court of law according to whether they are in power or not. Leaders of all levels rush to the media to vouch for their innocence, arguing that the opposition has politically framed allegations against them. The impact of such non-accountability is vast in a society where important decisions are taken by political leaders, disregarding principles of decision-making, for they are based on personal motives and overlook the consequences of their decisions on the wider community.

Participatory Decision-Making and Stakeholders. To bring accountability and transparency in the state policy-formulating mechanism, it is necessary to broaden stakeholders' participation in public policies' decision-making and implementation. Consultation with stakeholders on state level policy formulation and resource management planning is needed. The question is who should be incorporated in strategic level policy and planning? What should be the limit of their involvement? The answer is to institutionalise decision making and create a decision- making environment. Stakeholders in the policy-decision cycle may differ based on nature, time, citizens' need, security, valuation of policy etc. The accepted general principles of the participatory decision-making process are:[9]

---

9. UNCHS & UNEP, *Institutionalising the Environmental Planning and Management (EPM) Process,* Nairobi, Volume 5 of the SCP Source Book Series, 1999.

1. The decision-making process shall involve parties who will be affected by the decision in a way that reflects their particular tasks, abilities, and insights.

2. The decision-making process shall provide the requisite freedom for participants to exercise their authority in the context of mutual accountability.

3. The decision-making process shall engender trust and harmonious cooperation among participants.

4. The decision-making process shall be readily accessible to parties affected by the decision.

5. The decision-making process shall encourage and secure open communication among participants.

In a participatory system, decision-making stakeholders can be generalized as follows:

Source: Participatory Decision-Making: University of Technology, Sydney, Australia

Administration and the Decision -Making Process. After formulating problems, bureaucrats follow a predetermined routine in problem-solving, normally basing the solutions on defined and documented procedures in handling all decisions. Today, in market based economic globe, these procedures cannot be seen as adequate or efficient ways of solving problems. Rules based on the mind-

set of individual bureaucrat prevent experts, civil society and other stakeholders from participating in decision-making by withholding pertinent information. Neglect of participatory decision-making forces a bureaucrat to present options to problem according to the desire of the political executive. It seems to be the case that bureaucrats feel more comfortable in taking decisions affecting his/her personal interests. In most developing countries, the provision for participation in government decision-making is not set either by law or by rules of business or is not institutionalised, but some ad-hoc arrangements are available. The level of participation in developing country can be seen from an example from Bangladesh: the Board of Investment, the apex organ for promoting private investment in Bangladesh, has only two members from the private sector[10] (President FBCCI and BCI) in the decision-making body. On inquiry, the Executive Chairman of the Board of Investment cited constitutional bindings as causes. This means, that to involve the bureaucracy intimately in the participatory decision-making process, changes in laws and rules are essential. Many countries have already adopted such changes, for example; to meet the challenges of the 21st century and increase popular participator in the decision- making process. The Brazilian Government amended article 249 and 250 of the Federal Constitution in 1995, incorporating participatory decision-making thus: 'I - creation, structuring and authority of three-part organisms, with deliberative powers, contemplating the participation of representatives of government, civil servants and users; II - audience of citizens, directly or through organizations or representative institutions, in the elaboration procedure of administrative provisions of their interest.'[11]

Media and the Decision-Making Process. Participation in political decision-making by the media may be characterised as the exercise of meaningful influence towards policy decisions. The mass media may not be a direct element in decision-making but can voice the people's desire for good policy making and effective policy implementation. In fact, in this information age, the media is the bridge between the decision-maker and stakeholders and can function as watchdogs. News on air can influence decision-makers to take the trail of participatory process. The greatest contribution of the mass media in the strategic level decision-making process is to spotlight on democratic accountability and transparency. In fact, a proactive media can be of positive assistance to the decision-maker, stakeholders, government actors and civil society in safeguarding the interests of citizens and by disclosing information detrimental to the public interest. In live radio/TV broadcasting, teleconferencing, debates and call-in shows, decision-makers have to give answers on the spot. This phenomenon has brought the decision-making process increasingly in the public sphere.

---

10. Bangladesh Investment Handbook, 2ⁿᵈ edition may 2004, Chapter 3.1

11. Araujo Viera Junior Ronaldo Jorge, *Social Control of the State: Some Mechanisms and Experiences of Popular Participation,* George Washington University, Washington DC, 1997, Pp. 24-25

Participation of Civil Society in Public Decision-Making. The relationship between civil society and government on public policy decision issues is not necessarily confrontational but supportive and compatible with the interests of the country. In some developing countries, the essence of good civil society is also manipulated by politicisation. Therefore, the independence of such a body should imply a positive situation, necessary when leaders have to avoid confrontation, produce precise work and maintain a working relationship with executives. Whatever may be the political situation of civil societies, they are the forums to strengthen government capacity. For example, when the National Resistance Movement came to power in Uganda in 1986, it introduced a system of participatory democracy. This included participation of technically able stakeholders in a joint national task force charged with prioritising national poverty reduction plans. The task force included civil society organizations, academicians, the parliament, the government and donors. It based its findings on the collection of primary data and in consultation with experts and service providers. The civil society of Uganda monitored the Poverty Action Fund established to disburse the resources released under HIPC (Highly Indebted Poor Countries).[12]   The role of civil society is gaining momentum everyday and Bangladesh is no exception to this trend.

DECISION-MAKING PROCESS: BANGLADESH PERSPECTIVE

The Decision-Making Environment. In Bangladesh, there are several decision- making layers in every ministry/division, but the tendency is to provide a guarded opinion and forward the file to the next higher position, thereby causing unnecessary delays and procedural bottlenecks by rigid adherence to formal rules. This is because of a 'Yes Sir' type administrative culture developed over the years and avoidance of risk by high-ranking government servants as ministers control the departmental purse. But though all ministers are supposed to be major decision-makers, in reality, decisions are centralised in the chief executive's office or manipulated/ influenced by few inner circle ministers.[13] The size of the cabinet and the number of ministries and portfolios in Bangladesh are not dictated by the needs of decision-making or implementation requirement but depends purely on political factors. Therefore, the decision-making process continues to remain barely focused and opinions are hardly sought from those whom policies are likely to affect. Basic policy issues such as economic policy framework, foreign policy, international relations, and security matters including defence appropriations, reforms in important economic matters, restructuring and reforms of local government structure etc., are hardly discussed in depth in parliament.[14]

---

12. Warren Krafchik, *Can civil society add value to budget decision-making? A description of civil society budget work, A* paper on International Budget Project, 2001, p.14

13. Political Decision and Implementation: Effect on Economic Development, Dhaka Chamber of Commerce website, http://www.dhakachamber.com/cipe/EPP-Political.htm accessed on 20 August 2006

14. Ibid p.28

Public Offices and the Decision-Making Process. Functions of ministries/ divisions are governed by 'Allocation of Business among the Different Ministries and Division (Schedule I of the Rules of Business, 1996 revised in 2000)'. But the principles set on a broad term and basis does not give clear directives regarding the role of a ministry/division in public policy formulation. Moreover, two or more ministries may duplicate one another's functions, in the process burdening the public expenditure. There are hardly any formalised organs to coordinate among ministries in formulating comprehensive public policy, overseeing their implementation, checking the validity of the project/policy and analysing the policy for subsequent changes. For example, urban development projects are undertaken by different ministries without consulting citizens and are executed by Metropolitan Development Authorities and City Corporations simultaneously often resulting in disorganized outcomes.[15] Many ministers are not sufficiently well informed to understand the technicalities of policy matters or do they have time to brief themselves so as they remain preoccupied with political agenda and cannot give their inputs in the decision- making process.

Institutions and the Decision-Making Process. The analysis of the allocation of business among different ministries and divisions show that the public policy formulation system in Bangladesh is not objectively oriented due to the absence of institutionalisation of the decision-making process. The closed door practice of decision-making is prominent and restricted to government officials and strategic leaders. In other words, ministries and divisions have been managing affairs secretively and national matters are so broadly or vaguely executed that it is not possible for anyone to figure out what happens. Poor governance, weak institutions, and unresponsive non-participatory public administration affect the quality of citizens' lives in Bangladesh and economic performance. As a result, accountability and transparency of government operations have been questioned and application of arbitrary authority as well as misuses of discretionary powers is widespread.[16]

Civil Society and the Decision Making Process. The involvement of Bangladesh civil society in different spheres of life and public affairs is not yet noteworthy. Recently, a good number of civil society forums like Centre for Policy Dialogue (CPD), BELA, BIDS and NGOs have been making significant contributions to the public decision-making process. But the government is reluctant to take such organization on board in the public policy making cycle.[17]

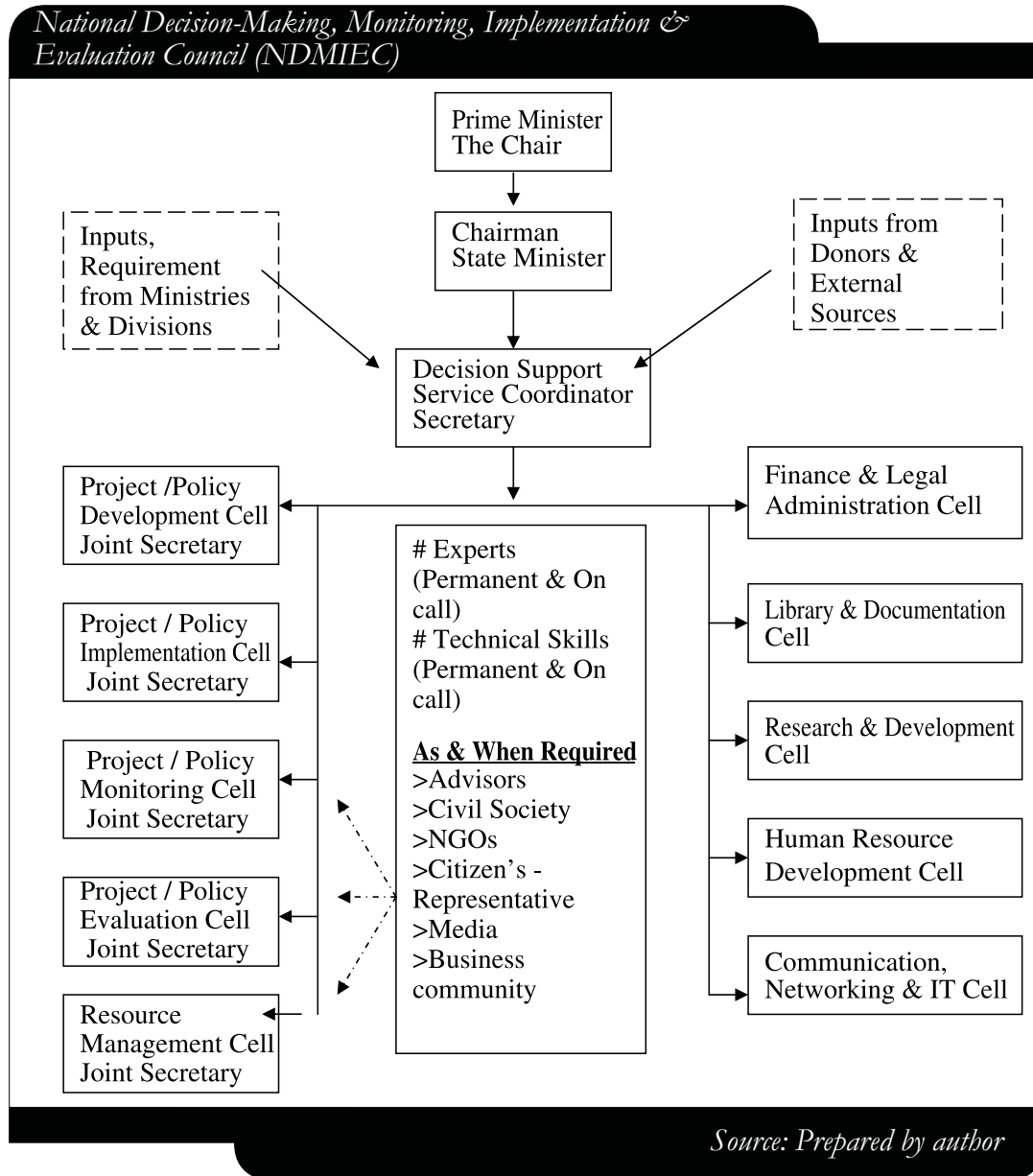15. Interview of Brigadier General Aminul Hasan, Ex Chairman Khulna Development Authority, on 21 June 2006.

16. Fahimul Quadir, *Democracy, Development And Civil Society In Bangladesh: The Quest For A New Praxis For Sustainability,* Dahousie University Helifex Nova Scotia ,March *1999*,p.167

17. op.cit, p.192.Fahimul Quadir.

The impact of civil society is limited by our political system where major parties do not conduct their affairs in a true democratic manner. The Bangladesh government must incorporate the civil society in the process of decision-making wherever necessary to ensure transparency and accountability.

Modalities of the Decision-Making Process. In a country like Bangladesh, most issues of public interests are mixed sectoral in nature. Ensuring consistency, coherence and coordination among different inter-related government ministries is the major impediment to the decision-making process. In order to ensure accountability and transparency in public policy, Bangladesh needs to promote participatory decision-making in an institutionalised environment. The following modalities are suggested to make the public policy making cycle effective, executable and user friendly:

1. A National Decision-Making, Monitoring, Implementation and Evaluation Council (NDMIEC) needs to be established under the office of the Prime Minister headed by a state minister. NDMIEC will be directly responsible to the Prime Minister for detail decision-making of public policy, coordination, implementation, monitoring and evaluation .The council will have vertical and horizontal coordination with ministries, divisions and stakeholders. The proposed organogram is shown in the opposite page.

2. NDMIEC will assess and scrutinize the policy/development proposal at the national level, either proposed by ministries/divisions or formulated by themselves following decision-making process with the participation of essential stakeholders. The options with advantages and disadvantages then will be placed before the apex political strategic executive body for final decision.

3. NDMIEC should co-opt experts' opinion as and when required.

4. Issue of vital national interest should be placed for debate, discussion, feasibility study and consultation at the appropriate forum.

5. The council will act as decision-support organs to the ministries and divisions.

6. It will be duty bound to provide information, data, statistics and research & development support to all organs of the government both for internal and external use.

7. 'Decision Support Cell' has to be established in the ministries based on the nature of job with required number of staff, experts (permanent and on call).

National Decision-Making, Monitoring, Implementation &
Evaluation Council (NDMIEC)

	Prime Minister The Chair	
Inputs, Requirement from Ministries & Divisions	Chairman State Minister	Inputs from Donors & External Sources
	Decision Support Service Coordinator Secretary	

Project /Policy Development Cell Joint Secretary

Project / Policy Implementation Cell Joint Secretary

Project / Policy Monitoring Cell Joint Secretary

Project / Policy Evaluation Cell Joint Secretary

Resource Management Cell Joint Secretary

Experts (Permanent & On call)
Technical Skills (Permanent & On call)

As & When Required
>Advisors
>Civil Society
>NGOs
>Citizen's - Representative
>Media
>Business community

Finance & Legal Administration Cell

Library & Documentation Cell

Research & Development Cell

Human Resource Development Cell

Communication, Networking & IT Cell

Source: Prepared by author

The cell will process any conceived public policy or development project through the decision- making process and send the same if required to NDMIEC for subsequent study.

8. NDMIEC has to be based on e- service connected to all ministries/ divisions to enhance its decision-making capacities and to formulate a comprehensive action plan for promoting e-Government in Bangladesh. It should create opportunities for citizens' inputs through interconnectivity.

9. NDMIEC should conduct decision-making capacity building training for political leaders, government officials, civil society and other stakeholders as deemed necessary under the Human Resource Development Cell .

10. Once a policy / project have been approved, NDMIEC will be responsible for supervising implementation, monitoring progress and evaluating the process of accurate feedback to concerned authority.

11. NDMIEC will provide information, decision support, crisis management support, modeling and analysis of various high priority and multi-sectoral issues to the Cabinet to develop a national database.

12. Research and Development Cell of NDMIEC will underpin all strategically important decision through sufficient analytical evaluation and painstaking research, and will explore the potential impact of alternative policy directions and provision of inputs and other back-up supports for policy planning and formulation.

13. NDMIEC will set the basic conditions that will give a clear signal to policy planners in ministries and public institutions and to civil society about the broad objectives and goals of the government to keep the policy / project transparent and accountable.

CONCLUSION

Participatory decision-making process is the indispensable element to be put in place for the progressive development of any nation and it is the best possible instrument available in the hands of strategic leaders to face the complex challenges of the day. The developed world has already institutionalised the process and put in a determined effort to address national issues in a participatory form. It is essential to restructure the policy-planning or policy-making process of developing countries in order to ensure transparent process of execution or implementation of the policy/development programme of the government. To get the best possible option for a problem, it is necessary to allocate power, delineate responsibilities, make use of an experience-based bureaucracy and use flexible procedural guidelines for action.

To ensure accountability, reduced lead-time for executing projects must be introduced. Duplication of effort and resources must be avoided while it will be necessary to redistribute and redefine the role of ministries and different government organs. Participatory decision-making should be applied across all stages of a governments' project/policy cycles. It is important to make

information available to citizens in ways the information can influence political choices. If all stakeholders are given the opportunity to participate in decision-making which directly affect their lives than the outcome will be free from vested interest and from a perspective that will foster public good.

BIBLIOGRAPHY

Books

1. Andrew Leigh, Decisions - Decisions, Latimar Trend Ltd Wimbledon, London, 1983.

2. Araujo Vieira Junior Ronaldo Jorge, Social Control of the State: Some Mechanisms and Experiences of Popular Participation, George Washington University, Washington Dc, 1997.

3. Collingridge Devid, Critical Decision-Making, Franches Printer Ltd, WC2D London, 1983.

4. Colebatch H. K, Policy, Open University Press, Buckingham, London, UK, 1998.

5. Englewood Cliffs, The new Leadership: Managing Participation in Organizations, Vroom, V. H. & Jago, A. G, N.J.Prentice Hall, 1998.

6. Fahimul Quadir, Democracy, Development and Civil Society In Bangladesh: The Quest For A New Praxis for Sustainability, Dahousie University Helifex Nova Scotia ,March 1999.

7. Hardwick C.T, and Lannduth B.F, Administrative Strategy and Decision Making ,D.B Taraporevala Sons & CO . Private Ltd, Bombay, India, 1970.

8. Kleindorfer Paul R., Howard C. Kunreuther & Schoemaker Paul J, Decision Science, Cambridge University Press Victoria 3166 Australia, 1993.

9. Lindley Dennis, Making Decisions, John Wily & Sons Ltd, London, Reprinted 1975.

10. Morton h. Fried, The Evolution of Political Society, McGrew –Hill Inc Publication, UK, 1976.

11. Margarate J. Wheatley, Leadership and the New Science, Viva Books Private Limited, New Delhi, 2nd Edition, 2004.

12. Roger Fisher, Lateral Leadership, Profile Books Limited, Halton Garden , London , 2003.

13. Roberto Michael A, Why Great Leaders Don't Take Yes for an Answer: Managing for Conflict and Consensus, Wharton School Publishing, USA, 2005.

14. US National University Team, Strategic Leadership and Decision-Making: The Strategic Environment, Published by NDU, USA, 1996.

Articles and Working Papers

1. African Development Report 1997, UNDP, Item No 6 of Third regular session 1997, New York.

2. Bolman Lee G and Terrence E Deal , Leadership and Organizational Vitality , A Working Paper on Blue Ribbon School Programme, US Department of Education, 1997.

3. Devas Nick & Grant Ursula, Local Government Decision-Making: Citizen Participation and Local Accountability Examples of Good (and Bad) Practice in Kenya. Paper presented to International Development Department School of Public Policy University of Birmingham England, May 2002.

4. Herman Van, Democracy and Political Obligation, A paper presented at Erp Tilburg University, The Netherlands in August 1998, section-3.

5. Institutionalising the Environmental Planning and Management (EPM) Process, Volume 5 of the SCP Source Book Series, UNCHS & UNEP, Nairobi, 1999.World Bank Civil Society Facilitation Committee, A Call for Participatory Decision-Making: Discussion Paper on World Bank-Civil Society Engagement, June 2005, Chapter III.

6. J. Michael Jaffe, Interactive Mass Media and Political Participation, Paper presented at the Annual Conference of the Midwest Association for Public Opinion Research (MAPOR), Chicago, Illinois, USA, November 1994.

7. Sharif Kamal, 'Decision Support System and Strategic Public Sector Decision Making' Working paper, published by University of Manchester, 1998.

8. UNCHS & UNEP, Institutionalising the Environmental Planning and Management (EPM) Process,Nairobi, Volume 5 of the SCP Source Book Series, 1999.

9. Warren Krafchik, Can civil society add value to budget decision-making? A description of civil society budget work, A paper on International Budget Project, 2001.

10. Odd Bohagen and Oystein Blymke, The management of ethics and conduct in the public service, Case Study, Ministry of Government Administration, Norway, 1995, Chapter 3.

Research Reports

1. Hoseah Edward G., Research Report on Tanzania Political Corruption: It's Prevention in Tanzania, Directorate of Investigations Prevention of Corruption Bureau, 2002.

2. Nlombi Kibil, Resolving Water Conflicts Through Participatory Decision Making , Research on the Nakanbe River Basin, University of Ouagadougou, Burkina Faso, 1997-2003.

3. Robert Harris, Introduction to Decision Making, UK, 1998.

National and International Publications

1. Bangladesh National Environmental Action Plan, 1997.

2. Bangladesh Investment Handbook, 2nd edition may 2004

3. Bangladesh Government 'Allocation of Business Among The Different Ministries And divisions' Schedule I of the Rules of Business 1996 revised in 2000.

4. World Bank Publication on Bangladesh- 1996, Outline of an Effective Government, The Dhaka University Press ltd.

Interviews

1. Interview with Brigadier General Aminul Hasan, Ex Chairman Khulna Development Authority, on 21 June 2006,

2. Interview with Joint Secretary Mohammad Ali Khan, Government of Bangladesh, Ministry of Finance, on 12 June 2006.

Websites

1. Bilkent University, Department of Industrial Engineering website http://www.arlingsoft.com/history.htm accessed on 10 June 2006

2. Government Decision Makinghttp://homepages.which.net/~gk.sherman/caaaaaa.htm accessed on 11 Jun 2006.

3. http://www.saag.org/notes/note86.html,accessed on 11 June 2006.

4. http;//ceinfo.unh.edu/news/pub1part.htm accessed on e 12 June 2006.

5. Partnership Democracy http://www.cpn.org/topics/environment/army5.html accessed on 14 June 2006.

6. http://www.historylearningsite.co.uk/decision_making_in_government.htm accessed on 08 July 2006.

7. http://www.cambridgenetwork.co.uk/pooled/articles/BF_PSART/view.asp?Q=BF_PSART_132548 accessed on 12 July 2006

8. Political Decision and Implementation: Effect on Economic Development, Dhaka Chamber of Commerce website, http://www.dhakachamber.com/cipe/EPP-Political.htm accessed on 20 August 2006

Conference and Presentation

1. Conference "Knowledge Societies for All: Media and Communication Strategies" The Association of Internet Service Providers (ISPs) in Africa, Cairo, Egypt - July 24-27, 2005.

2. Bangladesh Planning Commission Presentation to NDC-2006 Team on 6 July 2006

3. Presentation by Energy Advisor to Prime Minister of Bangladesh, Mr. Mahamudur Rahman to NDC visiting Team on 26 June 2006.

Author

Brigadier General Anwar Hussain was commissioned in the Corps of Artillery on 23 December 1979. He passed Masters in Military Studies from National University, Bangladesh and Masters in Business Administration from Trinity University, USA. He graduated from Defence Services Command and Staff College (DSCSC), Mirpur in 1991 and Defence Services Command and Staff College, Germany in 1992/93. He also undertook German language Course from Federal Language Institute of Germany. He graduated from National Defence College Bangladesh in 2006. He held a number of important command, staff and instructional appointments in his long career. Notable ones are Artillery Regiment Commander, Brigade Commander, Commandant Artillery Center and School, Brigade Major and General Staff Officer – 1 in Infantry Brigade/Division. He also served as an observer in Iraq under United Nation Peace Keeping Mission. Presently, he is the Director Staff Duties in Army Headquarters.