



THE ROHINGYA MANAGEMENT FRAMEWORK: COORDINATION PROCESS AMONG THE ACTORS

By

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MPPG 10th Batch

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**South Asian Institute of Policy and Governance
North South University**



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Abstract

This study attempts to identify the functions and challenges of multiple actors involve in Rohingya exodus in Ukhia and Teknaf Upazilas of Cox'sBazar in Bangladesh. Bangladesh has a long history of hosting Rohingya from the Northern Rakhine State of Myanmar with the earliest arrivals recorded in 1948 (UNHCR Report, May 2007). A major influx occurred in 1991-92 when over 250,000 Rohingya fled to Bangladesh in the wake of serious state repression in Myanmar. However, the largest group of Rohingyas in the history of Bangladesh entered the country in August 2017. According to GoB and private estimates, the amount is more than 1.0 million. Rohingya refugees are currently one of the most persecuted problems in the world. The Myanmar government has repeatedly forced them to flee their country and take shelter in Bangladesh, and the recent atrocities by the Myanmar government have added insult to injury in the current crisis. Although demographic vulnerabilities such as overpopulation and socio-economic conditions do not suggest taking on extra responsibility, there are currently more than one million Rohingya refugees in Bangladesh. As a result, Bangladesh faces many challenges and problems along with social, environmental, legal and financial impacts. Among these problems, the issue of internal law and order in Bangladesh will have a profoundly significant and far-reaching impact.

A lot of inter department of various ministry of Bangladesh government and international agencies has engaged in Rohingya exodus as soon as they entered in Bangladesh. The Office of the Prime Minister of the Government of Bangladesh, Cabinet Division, Ministry of Home Affairs, Ministry of Foreign Affairs, Ministry of Disaster Management and Relief are directly involve on monitoring the Rohingya crisis, their housing, relief distribution, and law and order control. Besides, Office of the Commissioner for Refugee Relief and Repatriation (RRRC office), Cox's Bazar district administration, Ukhia and Teknaf upazila administration are doing almost all the necessary work for this huge emerged people. The Bangladesh Army, BGB, Bangladesh Police and Ansar have been playing an important role in the overall activities of law and order since the Rohingya Influx occurred in 2018. The United

Nations, UNHCR, UNICEF, WHO and IOM have sided with Bangladesh in this unfortunate incident that has shaken the conscience of the world. Besides, various donors and local-foreign non-governmental organizations are working in Bangladesh to help the Rohingya community. The government is providing them accommodation, food, medical care and education. Besides, various non-governmental organizations are also working for them in certain service sectors. For example, some NGOs are just providing food, some are working on medical services, and some are in education. All in all, this is a huge undertaking, with countless stakeholders working.

The purpose of this paper is to determine how the overall activities of such a large population are being conducted by relating department agencies. There will also be an attempt to analyze how we are managing the Rohingya crisis through a review of the scope of work, accountability, acceptability, etc. of those concerned.

Necessary data has been collected from both primary and secondary sources. Qualitative method has been followed to analyze the data obtained. Primary data has been collected from the concerned stakeholders of Ukhia and Teknaf Upazilas (Upazila is an administrative unit in Bangladesh) Rohingya camp through interviews of Cox's Bazar, Bangladesh. Discussions with local people and first-hand observation at the campsites were held while the respondents of the study were selected to understand their perspectives. Qualitative data collected through this exercise were then compared with relevant published documents to check the consistency of information.

The study shows that there is a great deal of coordination between the work of all government and non-government departments, international organizations, NGOs / INGOs, but in some cases there is a lack of coordination. Finally, some recommendations have been made to address this lack of coordination.

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List of Acronyms

ACF= Action Against Hunger

AFD=Armed Forces Division

BBS= Bangladesh Bureau of Statistics

BCS=Bangladesh Civil Service

BGB=Border Guard Bangladesh

CCCP= Camp Coordination and Camp Management

CiC= Camp in Charge

CPP= Cyclone Preparedness Programme

CRS= Comprehensive Ranking System

CwC WG=Communications with Communities Working Group

CXB=Cox'sBazar

DC =Deputy Commissioner

DPHE= Department of Public Health Engineering

DRC= Danish Refugee Council

ERD= Economic Relations Division

FDMN= Forcibly Displaced Myanmar Nationals.

GoB=Government of Bangladesh

IDP= Internally Displaced People

IMO= International Maritime Organization

IOM= International Organization for Migration

ISCG=Inter Sector Coordination Group

JRP= Joint Response Plan

LGED=local Government Engineering Department

MoC=Ministry of Commerce

MoCHTA= Ministry of Chittagong Hill Tracts Affairs

MoDMR=Ministry of Disaster Management and Relief

MoFA=Ministry of Foreign Affairs

MoHA=Ministry of Home Affairs

MOPA=Ministry of Public Administration

NFI=Non Food Item

NGO=Non-Governmental Organization

NGOAB=NGO Affairs Bureau

NRC= National Register of Citizens

NTF=National Task Force6

OC=Officer in Charge

OCHA=United Nations Office for the Coordination of Humanitarian Affairs

PMO=Prime Minister's Office

RAB=Rapid Action Battalion

RCM=Refugee Coordination Model

RRRC= Commissioner for Refugee Relief and Repatriation

SCI=Service Civil International

SEG=Strategic Executive Group (Various Organizations)

SMSA=Site Management Support Agency

SP=Superintendent of Police

UN=United Nations

UNDAF=United Nations Development Action Framework

UNFPA= United Nations Population Fund

UNHCR=United Nations High Commission on Refugee

UNICEF= United Nations International Children's Emergency Fund

UNO=Upazila Nirbahi Officer

UP=Union Parishad

WFP=World Food Programme

WHO=World Health Organization

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CHAPTER 1: INTRODUCTORY STATEMENT

1.1 Background

In recent years, there has been a growing interest in the question of how the activities of complex systems can be coordinated (Parimal Sarker, 2011). Coordination has been one of the most significant concerns in the field of public administration. It is the oldest as well as the central concept found in the literature on public and private sector governance. It has been observed that coordination is a complex and crucial issue both at the day-to-day operational level and at the policy level (Pandey and Jamil, 2010). Coordination is required to prevent conflict and confusion among the various departments as well as international organizations and NGOs. It contributes to implementing the policies, programs, or projects of the Bangladesh government and other international actors efficiently and effectively. It is a fact that the coordination activities of a large number of Rohingya people present a very challenging task for the government of Bangladesh. Along with the government of Bangladesh, various local and international organizations are working very closely here. In addition, the domestic and international media are constantly analyzing every case from time to time.

However, the purpose of the study is to identify the functions (Zafarulla, 1998: 96) that are committed to the Rohingyas by different actors. The government of Bangladesh and various international donors are working to fulfill the basic needs of the Rohingyas. Housing and maintaining more than 1.1 million people (BBC News, July 27, 2019) in 35 temporary camps in two Upazilas is a complex process. The most complex challenge is that many international organizations and donors are helping them here. In this situation, it is very difficult to determine how much cash and other assistance has been given to the Rohingyas by any organization. One of the objectives of this study is to determine which local and international organizations are working for the Rohingya. At the same time, an attempt will be made to determine who is doing what separately. And the purpose of research is to find out what kinds of challenges they face in coordinating this enormous work.

The Rohingya crisis in Bangladesh is one of the most pressing regional and international crises at the moment. The Rohingya issue is the most significant problem in Bangladesh today. The Rohingyas are the Muslim ethnic community of the Rakhine state of Myanmar. Being an Indo-Aryan ethnic group, they have a long history of dwelling freely in the former Rakhine state. The expulsion of the Rohingya by Myanmar's ruling groups and racists began in 1784. This was followed by a series of deportations of Rohingyas in 1942, 1978, 1992, and more recently in 2017. In the last couple of decades, 15 to 20 lakh Rohingyas have migrated from Myanmar. The first choice of Rohingyas outside the country is Bangladesh, and they are scattered in different countries, including Malaysia, Indonesia, India, Pakistan, and Saudi Arabia.

Though the people of the former Arakan and present Rakhine states were converted to Islam in the 7th century after gaining independence from Britain in 1948, Myanmar possesses the state and never recognized them as an ethnic minority. Over and above, the military government always wanted to exile them because of their religious views. The brutal torture of Rohingya Muslims started four decades ago, in 1978. In the aftermath of Operation Kind Dragon by the Junta rulers, 20,000 Rohingya Muslims fled to Bangladesh. Soon after executing the national citizenship law in 1982, the Rohingya became the biggest stateless refugee ethnic group in the world and the official violation of human rights started then. In 2016, a group of Rohingya terrorists attacked Myanmar's border police, and in the aftermath, Rohingya ethnic cleansing started under the name of an anti-terrorist operation. Again, they fled to Bangladesh, and they are still at the refugee camps of Ukhia, Teknaf Upazila of Cox's Bazar in Bangladesh.

In August 2017, a large number of Rohingya people suddenly took refuge in Bangladesh. Since August 2017, Bangladesh has hosted 1.1 million Rohingya refugees in the world's largest refugee camp, along its restive borderlands with Myanmar (Ishrat Hossain: 2020). The Bangladesh government, considering the humanitarian aspect, gave them asylum in this country. Almost every organ of the government has taken the initiative to provide food, house construction, and distribution of clothes to the Rohingya people on an urgent basis to save their lives. Various international

human rights organizations have lauded the Bangladesh government's commendable initiative. While international humanitarian groups have welcomed the Bangladesh government's praiseworthy initiative, they have since posed a threat to the host community in various ways. They have gradually created various problems, including law and order, socio-economic situation, increase in smuggling, yaba smuggling, human trafficking, and environmental catastrophe in two Upazilas of Cox's Bazar district. This is starting to have a very negative effect on the host community. It hinders their livelihood, their ability to move freely. Because at that time, the number of Rohingya people had increased more than the local people in the two Upazilas. As a result, their identity has faded in a sense.

This time, the figure is as high as 1.3 million, and with a large population and a fragile economy, Bangladesh found it difficult to cope. But Bangladesh has resolved the situation to a satisfactory level with the help of international organizations, INGO's and NGOs. Actually, to mitigate this 21st-century man-made disaster, local and international NGOs will be the ultimate key role players as the solution to this is deeply rooted in the citizenship affairs of Myanmar, where Bangladesh cannot do anything directly. Since the Myanmar government has been torturing the Rohingyas for a long time, it is unlikely that any effective action on their part can be expected. So, by merging this deprived ethnic group with others, effective programs from various non-government and development organizations are highly expected apart from the government and foreign countries.

The government has taken steps to repatriate the Rohingya at various times since the beginning of the crisis. But no significant success has been seen in this case, although they are being accommodated in Bangladesh under the pressure of many international organizations. That is why they are being sent from Cox's Bazar to Bhasanchar in the Bhola district of Bangladesh instead of being sent back to their homeland, Myanmar. About 10,000 Rohingyas have been relocated to Bhasanchar in five steps so far, and the Bangladesh Navy has been deployed for their overall security. According to various sources, they are living well there. Through this, the issue of the coordination of the Rohingyas has become more widespread. Although

only the names of Teknaf and Ukhia Upazilas have been involved in the Rohingya crisis for so long, now Bhasanchar has been added anew.

1.2 Statement of the Problem

Coordination among the various actors in Rohingya management has been a critical issue for the Bangladesh government. Without effective coordination between the two Rohingya camps, the management efforts of the two Rohingya camps cannot be accomplished efficiently and effectively.

Coordinating the activities of the world's largest refugee camp, the Rohingya, is a very complicated, lengthy, expensive, labor-intensive, and land-intensive process. According to UN estimates, there are currently 1.0 million Rohingyas living in Ukhia and Teknaf Upazilas of Cox's Bazar district in Bangladesh. 35 camps have been set up for them in these two upazilas. The government of Bangladesh, in collaboration with some other organizations, has completed the online registration of Rohingyas. The camps have provided them with accommodation, security, food, medical care, clothing, education, and entertainment. Early in the Rohingya exodus, very few of them were sent back to Myanmar under UN mediation. In Bhasanchar, in Bhola district, new housing with modern facilities has been constructed for them. 20,000 have been sent there as well. Different actors are working in different sectors to manage everything.

It is important to have coordination between such a large numbers of organizations when doing the same kind of work in the same place. If it is not, then there will be various problems, such as: in the case of accepting any grant, on the one hand, there will be opportunities for overlapping; on the other hand, some people will be deprived of relief. This will lead to anger among them, which can lead to extreme chaos. Moreover, if it is not decided who will provide any service and by whom it will be provided, in that case, the law and order will be violated.

The world is seeing that the government of Bangladesh and various organizations are allocating a lot for the welfare of the Rohingyas. It is being handed over to the beneficiaries through the coordination of GO and NGOs. But even then, at various

times, the Rohingya were found to be discriminated against in receiving this aid. Bangladesh Police, Bangladesh Army, Navy, BGB, Ansar, and Coast Guard are all working hard to keep the country safe and law and order. Even then, they sometimes unite and protest against the system as a whole. Sometimes, horrific incidents like killings are organized despite having such a large number of law enforcement agencies. Many times, huge shipments of yaba are recovered from the Rohingyas. Even after giving them such a huge opportunity, the Bangladesh government has to face an embarrassing situation. Therefore, it would be very difficult for all the actors to carry out such a large piece of work without good coordination of the overall issues.

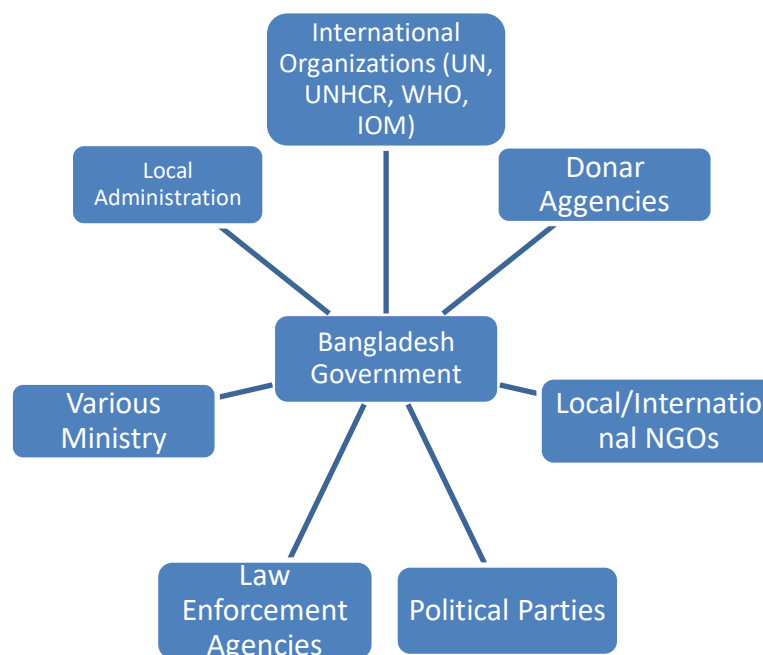


Figure-1: Actors involved in Rohingya Management

Therefore, this research aims at revealing the whole coordination picture of FDMNs.

The problem statements are as follows:

1. Due to the lack of proper monitoring authority, the functioning of the internal government agencies and international bodies is being disrupted.
2. Along with the Government of Bangladesh, UNHCR established a parallel separate camp management mechanism which is creating procrastination at work.

3. UN agencies operate through the Ministry of Foreign Affairs and all other international organizations / NGOs / INGOs through the Government's Bureau of NGO Affairs which creates distance between international organizations.
4. The project implementation activities are being delayed as the NGOs have to inform the RRRC office and the district administration, Cox's Bazar, about their project information at the same time.

1.3 Significance of the study

Coordination research has been performed at both the international and national levels over the years. For example, Mintzberg (1979), for example, looked at coordination from an intra-organizational standpoint, whereas Christensen and Lægheid (2008) looked at it from both an intra-and inter-organizational standpoint. Panday (2004) examined coordination and its influence on policy execution from the perspective of Bangladesh. Shahnaz Khan (1995) looked at credit management and connectivity among the agencies included in the study. Despite several outstanding studies on coordination in Bangladesh, there is a scarcity of research on how and why coordination has become an issue in field administration and how lack of coordination impacts policy execution. The goal of this study is to shed light on these challenges.

Furthermore, research on coordination issues is important not only for successful policy implementation, but it may also help answer certain unanswered concerns concerning the origins of coordination issues. As a result, this research may not only be the answer to assuring effective coordination, but also to other difficulties in public administration. Conflict among the key players, for example, might cause a difficulty in coordination, resulting in an unhealthy scenario in the Rohingya management process. The absence of a healthy environment, in turn, may result in the government's measures during the Rohingya influx failing. In this sense, the current study may be useful in identifying the issues that are driving these confrontations.

Given that the current study is focused on mapping coordination issues in the Rohingya crisis in Bangladesh, the primary goal of this study is to investigate and identify the players and elements that influence coordination. Due to a lack of coordination across all authorities, policy implementation is delayed, resulting in poor service, and the problem worsens when the implementation is dependent on foreign financing. When it comes to foreign or donor-funded initiatives, policy execution may come to a standstill if there are dire financial demands. The release of cash at successive stages necessitates the prompt completion of the previous step, resulting in a halt. Bangladesh has serious challenges in this area due to its severe reliance on foreign finances. Policy, on the other hand, ensures timely execution when there is cooperation among parties.

Furthermore, the government's effectiveness is based on precise policy execution, which is entirely dependent on effective coordination between the government and other parties involved. Regardless of the availability and appropriateness of essential components, the implementation will not be effective unless all parties involved work together.

1.4 Research Question

The goal of this study is to examine inter-organizational cooperation among players in the Rohingya camps of Ukhia and Teknaf Upazilas in Bangladesh's Cox's Bazar. Several entities are substantially involved in this migration, including several government ministries, the RRRC headquarters, international agencies and field administration, and funders. To ensure their enhancement of life, there is a constant need for cooperation among these actors. As a result, the following pertinent questions arise: How well is inter-departmental collaboration among these agents? And (2), if the issue is a lack of inter-departmental coordination, what causes contribute to the scarcity? To address these issues, the implementation process of the government of Bangladesh's "coordination buildup strategy" is investigated, with an emphasis on the features of FDMN, which will be described later. Is it important to coordinate when many agencies are participating in FDMN management? What types of issues arise when inter-departmental coordination isn't done correctly

during policy implementation and what elements influence such management? These are only a few of the issues that will be addressed in this article.

1. Who are the primary players in the Rohingya crisis management? (Actors)
2. How is the handling of the Rohingyas being coordinated? (Process)
3. What are the main obstacles to managing and coordinating the Rohingyas? (Challenges)

1.5 Objectives of the study

The degree to which policy implementation efforts are coordinated determines how successful the policy is implemented. Coordination is comparable to an orchestra, in which a team effort is required to achieve a common goal. Due to a lack of coordination, policy implementation is delayed, resulting in a waste of resources and time. As a result, the following goals will be addressed in this research:

1. Determine the roles of various parties involved in the management of Rohingyas.
2. Analyze the roles of government institutions, non-governmental groups, and international organizations in the management of the Rohingya influx.
3. Identify the concerns and obstacles that the Rohingya management coordination process faces.

1.6 Limitations of the Study

Almost all research has some limitations, so they are also present in my research. Especially at the time when we were instructed to go for data collection in June or July 2021, Corona was in full swing in Bangladesh. Due to the lockdown announced by the government, all government departments and public transport were completely closed for several days. So my field of study was not to go to Ukhia and Teknaf Upazilas of Cox's Bazar district. Moreover, many of the data collection respondents were personally affected by the corona. Many family members were affected by Corona. The timing was not at all conducive for me to collecting data. As public transport was closed, it was not possible to go directly to Cox's Bazar to

interview the respondents. That's why I have to collect information through phone calls, mail, messenger, and WhatsApp. During the interview, the officers may not respond spontaneously with the apprehension that their views might offend their senior officials and public representatives. Because of time constraints, the study will take interviews of 22 respondents. The respondents have to respond from their experience and with refreshed memories. Among the problems mentioned, there are some positive aspects in topic selection and data collection in this study. The author has worked in multiple positions in the Cox's Bazar district and gained practical experience. He worked as Assistant Commissioner (Land) in Ramu Upazila in 2012 and as Upazila Executive Officer in Maheshkhali Upazila for three years until 2015. For this reason, there is already a general idea of the Cox's Bazar district. Many of the officers and staff of different departments were acquainted with him and he got their help in data collection.

1.7 Structure of the Thesis

This thesis is composed of seven chapters, which are presented below:

Chapter 1: Introduction

It gives an overview of the discussion that deals with the background, research problem, significance of the study, research questions, research objectives, scope of the study, and limitations of the study and structure of the thesis.

Chapter 2: Methodology

This chapter tries to employ various methodological approaches used in this study. It also discusses reasons for the use of various methodological approaches, how such approaches were justified over others, and how they were incorporated into this study.

Chapter 3: Theoretical and Analytical Framework

It discusses review of relevant literature, conceptual dimension of coordination, and relationships between dependent and independent variables. A theoretical

framework for this study has been developed based on the study of the overview of existing literature on theoretical perspectives of coordination. An analytical framework is also developed based on the relationship between dependent and independent variables. Operational definitions of variables are also given here.

Chapter 4: Mapping Coordination Processes and Practices in Rohingya Camps in Cox's Bazar

In this chapter, an attempt has been made to identify existing processes and practices of coordination in Rohingya camps with all the involved actors. It also provides an operational definition of the process and practice of coordination.

Chapter 5: Data Presentation and Analysis.

Attempts have been made to highlight the statements of various respondents in this chapter. In addition to identifying the problem, its effects, causes, and possible solutions are also discussed here.

Chapter 6: Findings and Conclusions

This chapter summarizes the study's main findings. It also creates a link between primary data and information gathered from various sources in order to answer the study's main research questions. It also covers the application of theories in explaining the study's goals and aims, as well as the extent to which findings may be extended, what conclusions can be drawn from such findings, and how this study might be linked to future research.

CHAPTER 2: RESEARCH METHODOLOGY

2.1 Introduction

The purpose of this chapter is to provide an overview of the methodological techniques regarding the research questions of the study. It also examines the method and practice of coordination in the Rohingya camps of Ukhia and Teknaf Upazila in Cox's Bazar in Bangladesh.

2.2 Research Design

The research was conducted using a qualitative approach. A research design is a blueprint for future research (Aminuzzaman, 1991, p.53). According to a research design (Selltiz, 1965, cited in Aminuzzaman 1991, p53), "the arranging of settings for data collection and analysis in a manner that strives to combine relevance to the study objective with the economy in the method." In social science, there are three sorts of study designs to choose from: qualitative, quantitative, and hybrid approaches. Both qualitative and quantitative approaches are considered in using a mixed approach to examine and understand the opinions of respondents on social problems in order to make generalizations about the problem and examine the relationship among the variables used in research to test theories, respectively (Creswell 2008, p.8). In qualitative research, the researcher must rely on the respondents' perspectives on the topic under consideration and assess the data from the respondents' point of view.

2.3 Research Method

The study employed a combination of content analysis, interviews, and a standardized questionnaire. The use of several methodologies will eliminate bias in the study and make it a more trustworthy research instrument. The interview approach allows the researcher to acquire data from numerous respondents by making face-to-face contact. Due to the corona outbreak, most of the respondents were unable to provide data directly. In that situation, data was gathered by cell phone, email, WhatsApp, Google Meet, and other means. An interview is a methodical approach through which a person delves deeply into the life of a stranger

and extracts the information and data required for a research proposal (Aminuzzaman, 1991, p.82). The interview is conducted by the researcher utilizing the interview approach. Both of the questions were open-ended. The respondents were asked open-ended questions to gain a better understanding of the Rohingya coordination process in Bangladesh. The investigation spoke with 22 people who were directly or indirectly involved in the Rohingya crisis.

2.4. Data Sources and Data Collection Techniques

Data is gathered from both primary and secondary sources. The primary data sources are firsthand data acquired from the research region, particularly Ukhia and Teknaf Upazila. Interviews will be used to acquire primary data. Secondary data was gathered from a variety of sources, including dissertations, books, journal articles, reports, government publications, rules, regulations, and acts, as well as websites.

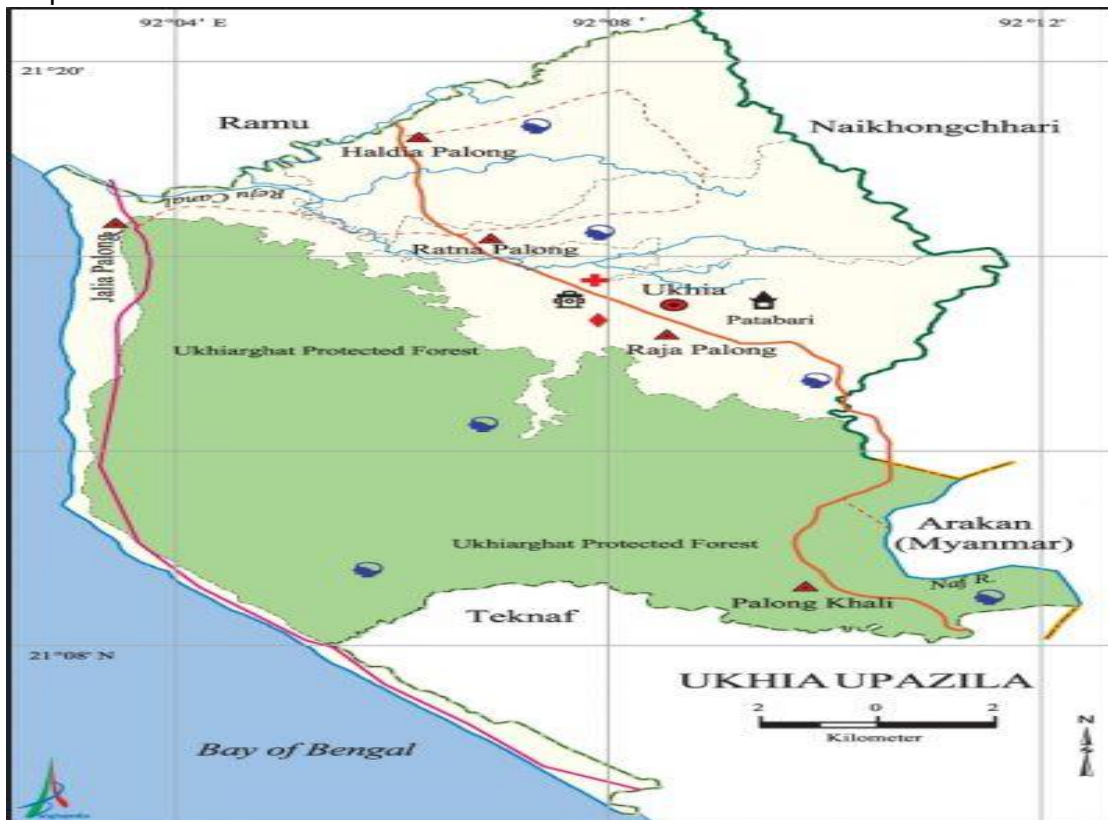
2.5 Data Collection Methodology

An interview has been carried out with government officers, NGO, INGO, UN Agencies, and Rohingya people, as well as the UP chairman of Ukhia and Teknaf Upazila from Cox's Bazar district. The interview was carried out by the researcher himself. Data has been collected during August and up to September 2021. The Cox's Bazar District (Chattogram Division) has an area of 2491.86 square kilometers, with latitudes ranging from 20°43' to 21°56' north and longitudes ranging from 91°50' to 92°23' east. It is bordered on the north by Chittagong district, on the south by the Bay of Bengal, on the east by Bandarban district, Arakan (Myanmar), and the Naf River and on the west by the Bay of Bengal. Cox's Bazar is home to the world's longest sea beach. It is the seventh biggest district in the Chittagong division's 11 districts, and the 26th largest district in Bangladesh's 64 districts. The mountainous region makes up over half of the district's total area, while the coastal islands make up the other half. Maheshkhali, Kutubdia, Matarbari, Sonadia, Shah Pari, and St. Martin's Island, commonly known as Jinjira, are the district's principal offshore islands. The island of Shah Pari was recently linked to the mainland. Because Cox's Bazar is a coastal district, erosion causes the territory to shrink, resulting in the development of islands and char. On the other page, maps of Cox's Bazar district,

Ukhia upazila and Teknaf upazila are added.



Map-1: Cox'sBazar District



Map-2: Ukhiya Upazila, Cox'sBazar



Map-3: Teknaf Upazila, Cox'sBazar

2.6 Content Evaluation

Content analysis has been done on reviewing different published and unpublished books, journals, research works, articles, government policy papers, rules, regulations, acts, and relevant documents, newspapers, magazines, and internet documents etc. Secondary data has been used to supplement the data collected from the interview for the study. Documentation on meeting minutes of the National Committee on the Rohingya issue has been done to explore the process of coordination in Rohingya camps. Moreover, journals, rules, regulations, circulars, manuals, and articles from national and international journals, newspapers, and internet sources concerning coordination have been used to examine the mechanism of coordination among the related actors in Cox's Bazar.

2.7 Research Plan

The purpose of this research is to find out who is involved in the administration of Rohingya in Bangladesh. What methods are used to accomplish cooperation among so many organizations? The major goal of this research is to see how the entire work in the Rohingya camps in Ukhia and Teknaf is carried out through collaboration between government and non-government groups. The research is mostly exploratory and descriptive in nature.

The two Bangladeshi upazilas where Rohingya camps have been established were chosen for this study. In the Cox's Bazar district, these two upazilas are Ukhia and Teknaf. In these two upazilas, 35 Rohingya camps have been established, including 26 Ukhia, 8 Teknaf, and one in Bhasanchar. For each of the 34 camps, there are 32 CiC offices. We know that these two upazilas in Cox's Bazar district were the main entry points for Rohingyas fleeing Myanmar. The Bandarban Hill District was where a small number of Rohingyas entered the nation. In the Chittagong division, there are two upazilas and two neighboring upazilas. Ukhia Upazila (Cox's Bazar district) covers 261.8 square kilometers and is located between the latitudes of 21°08' and 21°21' north and the longitudes of 92°03' and 92°12' east. It is bordered on the north by Ramu upazila, the south by Teknaf upazila, the east by Arakan State of Myanmar and Naikhongchory upazila, and the west by the Bay of Bengal. Males (80561) and

females (74626) make up the total population of 155187. The primary river is the Naf, and the Reju Canal is noteworthy. Administrative Ukhiya Thana was established in 1926 and became an upazila in 1983. (BANGLAPEDIA).

The Teknaf Upazila (Cox's Bazar District) covers 388.68 square kilometers and is situated between 20°23' and 21°09' north latitudes and 92°05' and 92°23' east longitudes. It is bordered on the north by Ukhiya upazila, on the south by the Bay of Bengal, on the east by the Arakan state of Myanmar, and on the west by the Bay of Bengal. Teknaf upazila is located 86 kilometers south of Cox's Bazar Town in Bangladesh's south-east corner. Total population in 2006-07: 105096 males, 95511 females. The primary river in the area is the Naf. Administrative Teknaf Thana was established in 1930 and became an upazila in 1983. (BANGLAPEDIA).

2.8 Data Collection and Analysis

A total of 22 respondents have been interviewed to examine the existing process and practice of coordination of Rohingya people in Bangladesh. Individuals directly and indirectly involved in the Rohingya issue have been accepted as respondents in the study. Apart from government ministers, secretaries and senior officials, representatives of NGOs have also been received here. Besides, Rohingya people have also been brought here as respondents. This study has been conducted in two upazilas: Ukhiya and Teknaf Upazila from Cox's Bazar. List of respondents:

	Designation
01	State Minister, Ministry of Disaster Management and Relief, Bangladesh
02	Ex-Foreign Secretary, Ministry of Foreign Affairs. Bangladesh Secretariat, Dhaka
03	Ex-Refugee Relief and Repatriation Commissioner (Additional Secretary), Cox'sBazar
04	Refugee Relief and Repatriation Commissioner (Additional Secretary), Cox'sBazar
05	Director, Rohingya Cell, MoDMR
06	Deputy Commissioner, Cox'sBazar
07	Additional Refugee Relief and Repatriation Commissioner (Deputy Secretary), RRRC Office, Cox'sBazar.
08	Commanding Officer, 63 East Bengal & Task Group Commander, Military Operations in FDMN Camps, Ramu Cantonment, Cox'sBazar.

09	UNO, Teknaf, Cox'sBazar.
10	UNO, Ukhia, Cox'sBazar.
11	CiC, Camp 1E, 1W
12	CiC, Camp 2E,2W
13	Chairman, Palongkhali Union Parishad, Ukhia, Cox'sBazar.
14	Additional Police Super, APBN, Ukhia, Cox'sBazar.
15	Head of govt. Affairs and award management, CARE , Dhaka
16	Manager, ACTION AID, Cox'sBazar.
17	Partnership Officer, Inter Sector Coordination Group, Cox'sBazar
18	District Coordinator, BRAC, Cox'sBazar.
19	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
20	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
21	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
22	FDMN, Rohingya Camp, Teknaf, Cox'sBazar

Table-1: List of Respondents

2.9 Data Preparation and Analysis

MS Excel and MS Word were used to compile and evaluate the information gathered. Simple mathematical methods such as tabulation, percentage, and frequency are used in the investigation. It also uses graphs and charts to convey facts graphically. The data was interpreted in a qualitative manner. The relevance of the phenomena, as well as the level of cooperation maintained by the UNO, CiC, and camp management, has been explained using a qualitative method. In terms of content analysis, the principles of impartiality and authenticity shall be upheld.

2.10 Reliability and Cross Validation of Data

Data reliability and validation are very important for researchers, because it is difficult to prove the acceptability of research work without acceptable and valid data.

2.10.1 Data Reliability

The primary data was collected from individuals directly or indirectly involved in the Rohingya issue. There are also high-ranking government officials and ordinary

Rohingya citizens. Since the respondents are aware of the issue, they have provided the correct information.

2.10.2 Cross Validation of Data

According to Caswell and Miller (2000, referenced in Caswell 2009, p.1910), one of the most fundamental qualities of qualitative research is validity. Validity refers to the reliability of data that is used to measure a phenomenon or a research challenge. Data gathered from one technique is frequently cross-checked with data collected from another method to validate the validity and reliability of the collected data. Secondary documents, on the other hand, have been utilized as a source of evidence to cross-check data acquired via interviews in order to improve the data's credibility.

2.11 Analytical Unit

The RRRC office and district administration at the government level and UNHCR at the private level are the units of analysis in the proposed research. At the upazila level, the CiC office, UNO office, and SMSA are the units of analysis. They play a significant role in coordinating with other actors concerning the functions of the Rohingya management and coordination process. A senior officer from the BCS (Administration) cadre with the rank of Additional Secretary is posted as RRRC. He works under the Ministry of Disaster Management and Relief. The post is held only in the Cox's Bazar district of the Chittagong division of Bangladesh. This post does not exist in any other division or district of the country. As such, this term carries a different significance. CiCs are also relatively young officers in the Bangladesh Civil Service (Administration) cadre. Senior Assistant Secretary and Deputy Secretary level officers were appointed to this post. They work directly under the RRRC office. The post at CiC is also limited to the Ukhia and Teknaf upazilas of Cox's Bazar district. This post does not exist in any other district or upazila in Bangladesh. However, due to the recent relocation of Rohingyas to Bhasanchar, a post has been created there.

On the other hand, skilled, vigilant, and meritorious officers of the BCS administration cadre were appointed as Deputy Commissioners. They implement all the policies and decisions of the government at the field level. Deputy Secretary level officers are posted as Deputy Commissioners. UNOs work at the upazila level under

the direct supervision of the Deputy Commissioners. They also act like deputy commissioners at the upazila level, according to the instructions of the deputy commissioners. In Bangladesh, there are 64 Deputy Commissioners in 64 districts and 495 UNOs in 495 upazilas. The country has been administratively divided into national/central administration and field administration. The secretariat is the centre of national administration where all the line ministries are located. From a field administration point of view, the country has been divided into 8 divisions, 64 districts, and 495 Upazilas (MOPA 2021). The national government functionaries of various ministries and divisions have their departments and agencies at the upazila level. As a national government representative, the UNO coordinates the various functions of other Upazila-based officers both horizontally and vertically for smooth implementation of policies, programs, and projects of the national government at the Upazila level.

Again, ISCG and SMSA work at the camp level under UNHCR. They work alongside the government to improve the living standards of marginalized people at the local level. They are accountable to the government of the country concerned for their work.

2.12 Conclusion

The chapter has discussed methodological approaches concerning the research questions for the study. A mixed methodology combination of interviews and content from literature has been used to explore the coordination process in Rohingya camps. As regards to content analysis, the principle of authenticity and objectivity has been maintained.

CHAPTER 3: THEORETICAL AND CONCEPTUAL FRAMEWORK

3.1 Introduction

The goal of this chapter is to provide a review of the current research as well as the conceptual component of coordination and the link between dependent and independent variables. Based on a review of the literature on theoretical aspects of coordination, a theoretical framework for this study is established. It also developed a framework for analysis based on the link between dependent and independent variables. Here's where you'll find the operational definitions for variables.

3.2 Concepts of Coordination

Coordination is the methodical organization of collective work toward common goals and objectives. The goal of coordination is to bring all of the manager's organizing efforts together so that the organizing process helps the organization accomplish its goals. James Mooney thought that it was the responsibility of management to develop an appropriate structure and that coordination was the first principle of the organization (Pearce and Robinson, 1989, p.325). "The ordered organizing of a cooperative endeavor, to give unity of action in the pursuit of a single aim," defined James D. Mooney (cited in Pearce and Robinson, 1989, p.325). Individual and departmental efforts would become haphazard, disconnected, and ineffectual if they were not coordinated. It is coordination that contributes to the successful integration of various activities from various departments in order to achieve organizational goals. Coordination has been defined as "putting the numerous pieces of an enterprise in correct relation to each other and to the program of which they are a part; it is harmoniously merging agents and functions toward the attainment of the desired objective" (cited in Dimock and Dimock, 1953).

The general idea of rule-regulation and hierarchical structure linked with the state as a lawful controller and coercer underpins coordination (Robinson et al. 2000.p.7). This fits well with the classic management model, in which the manager's job is to plan, organize, command, coordinate, and control (Fayoll, 1916). Coordination,

according to Fayoll, is one of the five constitutive parts of management, and it "binds together, unifies, and harmonizes all activity and effort" (Khan cited in Huda, 1987, p.22). The term "coordination" refers to a situation in which policies and programs have minimum duplication, incoherence, and lacunae (Peters, G.B., 1998, p.296).

It is possible to coordinate vertically or horizontally. Horizontal coordination refers to cooperation across government institutions or units on the same hierarchical tier, such as ministries, departments, or agencies. Vertical coordination, on the other hand, occurs when a higher-level organization or unit coordinates the actions of lower-level players (Bouckaert et al. 2010, p.24). According to Verhoest and Bouckaert (2005) (cited in Christensen and Lægreid, 2008: 102), inter-organizational coordination is more network-based, whereas intra-organizational cooperation is more hierarchy-based. Cooperation between organizations can take place at any level, including between ministries, divisions within the same or different ministries, and departments or offices within the same or different divisions (Moore 2000:90).

Managing relationships between activities, as described by Malone and Crowston (1991 and 1994), Malone and Crowston (1994) looked at group behavior as a series of interdependent tasks performed by actors. These activities may necessitate or generate a variety of resources. Translating components of a customer's concerns into system requirements and ensuring that requirements are consistent with other needs are among the responsibilities. While resources include information about a customer's concerns, current system capabilities, and analysts' time and resources, players in organizations confront coordination issues due to dependencies that limit how activities can be completed. Malone and Crowston characterize "coordination" mechanisms as reliant on other critical group activities, including decision-making, communication, and the establishment of shared understandings and collective sense-making, when creating this framework.

According to Metcalf (1994), coordination is a continuum, not a binary, and programs are classified as more or less coordinated depending on how well they fulfill a goal. According to Scharp (1997), networks can help to improve the coordination of public programs by solving both distribution and shared value

creation challenges at the same time (cited in Peters, 1998, p.299). Coordination is closely linked, if not identical, to the subject of integration in organizational theory. The installation of coordination mechanisms allows organizational pieces to be integrated (Mintzberg 1979; Galbraith 1977). Two prominent and broadly applicable definitions of coordination have been debated in the policy and administration literature: Organizations' attempts to ensure that their operations take into consideration those of other organizations are referred to as coordination (Hall et al., 1976, p.459, Lind bloom (1965, p154, as cited by Bouckaert et al. 2010).

March and Simon (1958, cited in Huda 1987) identified three types of coordination: coordination by standardization, coordination by plan, and coordination by mutual adjustment. Under coordination by standardization, internally consistent rules are developed for guiding interdependent relationships. Coordination by the plan: each activity is pre-planned and based on past experiences of similar activities and the expectation that in the future the planned activities will follow the same path. Many situations are contingent, and these cannot be predicted in advance. To the extent that contingencies arise, there is a need for more communication among units for mutual adjustment (cited in Huda, 1987, p.8).

F.W. Taylor (1856-1915), Henry Fayol (1841-1925), Mary Parker Follet (1868-1933), and Chester Barnard (1886-1961) were among the great scholars who contributed to the notion of coordination. Gullick (1937), Taylor (1911), Dahl (1947), Follett, and Simon are among the authors who advocate a hierarchical perspective on coordination (cited in Morris et al. 2007, p.97).

Recent publications, however, have offered a fresh perspective on coordination in both administrative and organizational literature. Coordination has been described as a "messy pluricentric process including a variety of endogenously produced interpretative logics of action linked through weakly related interaction venues (Pedersen, Sehested, et al., August 2010. p.2). "Coordination is seen as a network-like process in which shared meaning and more cooperative interactions are considered as core features.

Coordination may be defined as the hidden string that runs through all of an organization's actions and links them together. It is not a management function; rather, it is the abstract of management, which is required at all levels and at each stage of the organization in order to achieve the company's goals. Coordination, in its most basic form, refers to the integration and synchronization of the actions, resources, and efforts of the individuals who work in the organization, resulting in unity of action in the achievement of the company's goals.



Figure-2: Elements of coordination in Organizational aspect

3.3. Review of the literature

Public Administration and organizational studies professionals have a keen interest in the issue of coordination since it has a direct impact on the efficiency of organizations in terms of the jobs they execute. The study of inter-and intra-organizational coordination is, therefore, as old as the discipline itself. Researchers like Luther Gulick (1937), Chaster I. Bernard (1938), Frederick W. Taylor (1911), and Henri Fayol (1911) stressed the importance of coordination in their writings (1916). There have also been a number of studies on cooperation at the international and local levels. Coordination has been studied from both intra- and inter-organizational perspectives by Mintzberg (1979), Van Meter and Van Horn (1975), and other well-

known academics. Christensen and Lægreid (2008) studied collaboration in the Norwegian Central Government from both an intra- and inter-organizational perspective.

A number of important studies have been conducted in Bangladesh on the topic of coordination. Panday (2004) focuses on policy execution and illustrates what happens when institutionalized norms and regulations, financial management, central-local interaction, and accountability are lacking: democratic vs. bureaucratic. Accordingly, the issue of coordination is examined so that it can be determined what influence these independent components have on the dependent variable (i.e., policy implementation). As a result, Bangladesh has emphasized coordination as an essential academic issue.

For a solid foundation of coordination, we need a theoretical lens that can throw light on how it is done. As a result, it is important to first understand the variables or procedures that may be used to achieve coordination, as well as the aspects that support it. It is possible to choose methods of coordination based on the skills, legitimacy, and competence of people whose roles are to be coordinated or to pre-design and impose certain methods (Robinson et al., 2000: 215). Work processes, outputs, norms, and skills are among the four types of standardization outlined by Mintzberg, along with other coordinating methods such as mutual adjustment and direct supervision (Mintzberg, 1988: 278–80). McCurdy, citing Gulick as a source, offers a variety of methods for coordinating efforts, such as establishing clear roles and responsibilities, establishing documented rules and procedures, and setting goals (McCurdy, 1983: 114–121).

According to Panday and Jamil, there are three sorts of coordinating mechanisms: formal regulations and standard operating procedures; shared corporate culture norms; and leadership (Panday and Jamil, forthcoming). The views of people engaged in a coordinating process may differ, as it is dependent on their perspective. For this reason, Thompson (1967) suggests that instead of evaluating the merits of ideas, organizations should be built according to the circumstances in which they operate (cited in McCurdy, 1983: 131). For a long time, conflicts regarding how to employ coordination in organizational research or analysis have likely existed in the

academic literature on public administration and organizational studies. As a result, as Harold Siedman (1998) correctly points out, coordination is the "poetry stone" of public administration (cited in Kettl, 2003: 254).

Coordination has been defined by academics in a variety of ways, and this has led to a wide range of meanings and notions. Simply put, "coordination includes managing dependencies between tasks," according to Malone and Crowston (1994: 90). Seidman and Gilmour (1986) argue that the term "coordination" encompasses both the process of "coordinating" and the purpose of "bridging disparate elements into one harmonious connection in support of common objectives" (cited in Jennings, 1994: 53). In the words of Newman, "coordination" is the orderly synchronization of efforts to offer the correct amount of time and execution direction, resulting in harmonic and unified activities for a given objective (cited in Raj, 1989: 69). According to Van de Ven et al. (1976), "integrating or bringing together diverse components of an organization" is the key to effective coordination (cited in Tsai, 2002: 180).

There are two organizational approaches to coordination analysis: the classical hierarchical view or the formal hierarchical structure deduced from the work of Gulick (1937); and the formal hierarchical structure deduced from the work of Gulick (1937), Taylor (1911), Dahl (1947), and Simon (1947); and the formal hierarchical structure deduced from the work of Taylor (1947). According to Morris and colleagues, 2007: 95 (quoted in Morris et al., 2007: 95). The conventional perspective on coordination is that it is based on the utilization of hierarchical positions, legal-rational authority, task specialization, and merit among the members of an organization. (cited in Morris et al., 2007, 95). Another alternative is the informal lateral relationship, sometimes known as a network-based strategy. Agranoff (2006), Kettl (2003), O'Toole (1997), O'Toole and Meier (1999), and Wise (1999) all claim that coordination may be done through the interaction of individuals outside of the usual hierarchical structure (2006). On the other hand, Morris and co-authors (2007): 95 (quoted in Morris et al., 2007: 95).

These two ways of examining coordination have their pros and weaknesses, and none of them is ideal for every case. This is why in his essay on the Department of

Homeland Security's problems, Kettl (2003) studied and proposed the use of contingent coordination as a unique coordination strategy (cited in Morris et al., 2007: 95-96). When the circumstances demand it, "independent and distinct actors at several levels of government, each with their own formal hierarchical structure, interact." Traditional hierarchical and network-based methods of coordination can be used depending on the scenario (Morris et al., 2007: 96). Because it is considered that coordination in Bangladesh, particularly in Upazila, is under-researched, this study utilizes both types of coordination. It is very hard to study coordination using a single technique. For the study's objectives, which included identifying variables that influence coordination and factors that define coordination degree, the use of both coordination methodologies was necessary. These are the study's independent variables, which are explored in detail below.

Summary of Literature Review on COORDINATION PROCESS:

Name of Authors /Organization	Major Findings
Mintzberg (1979) Van Meter (1975) Van Horn (1775)	The four types of standardization included in this description of coordination are: work processes, outputs, norms, and skills.
Panday (2004)	The focus is on the execution of policies. Institutionalized regulations, financial management, central-local interactions, and accountability are the main components of such a system
Robinson (2000)	There are two ways to choose the mechanism for coordination: either based on available capabilities and legitimacy, or devised in advance and imposed.
McCurdy (1983)	Identify some methods for coordination, such as the structure of the organization, written rules, and system of authority, the definition of roles and responsibilities and purposes. Identify some mechanisms for coordination.
Thompson (1967)	Notes that the mechanism for coordinating should be selected on the basis of conditions in which organizations are discovered rather than by assessing the merits of theories. Notes.
Kettl (2003)	Public administration's "Stone of Wisdom" is, indeed, effective coordination.
Malone and Crowston (1994)	There are several definitions and associations with the term "coordination."
Seidman and Gilmour (1986)	In order to achieve a single goal, several parts must be brought together in a cooperative connection, which is achieved through the management of interdependencies. This is what is meant by

	coordination being "both a process" and "a goal."
Jennings (1994)	Coordination is the systematic synchronization of activities in order to provide adequate resources, time, and control over the manner in which they are carried out, culminating in a coordinated effort that achieves the desired goal.
Raj (1989)	Integrating many components of a company is what is meant by coordination.
Tsai(2002)	First, there is the traditional hierarchical concept of coordination, sometimes known as a formal hierarchical organization.
Morris et al (2007)	Tradition has it that the employment of hierarchical position, legal relationship authority and job specialization as well as individual merit among organization members is necessary to ensure coordination.
Morris et al (2007)	In order to coordinate, many elements of a company must be integrated or linked together.
Tsai (2002)	Coordination is a lifelong journey.
M. Parker Follett (1866-1933)	Coordination is a continuing process.
Huq et al 1987)	For good coordination, the leader has to maintain good relations with all the actors.

Table-2: Summary of Literature Review

3.4. Theoretical Framework: Relevant Theories

Although the Rohingya Crisis Co-ordination is very similar to the traditional crisis or disaster coordination theories, it cannot be included in these theories. Although the Rohingya crisis is a disaster for Bangladesh, it is completely different from other natural disasters. In the case of the Rohingya Crisis Coordination, the scope for coordination is limited only through public administration coordination theories. In that case, the Public Administration Theory or the Public Management Theory, as well as the Refugee Management Coordination Model, should be followed. The required variables can be easily selected by following multiple theories.

3.4.1 Henry Mintzberg's (1939–present) mechanism to achieve coordination

Coordination is a very complex and sensitive management process. Effective coordination requires the ability to diagnose the nature of the problem and the skill to devise an appropriate mechanism to cope with that challenge (Huq et al.

1987.p7). The structure of an organization, according to Henry Mintzberg, entails two basic requirements: the division of labor into discrete tasks and the attainment of coordination among these tasks (Mintzberg, 1983). Coordination, on the other hand, proved to be a more difficult task, needing a variety of methods. These are known as coordinating mechanisms, although it's worth noting that they're more concerned with control and communication than with coordination. Every organized human activity, from producing pots to putting a man on the moon, is driven by two fundamental and competing requirements: the division of labor into numerous tasks to be completed and the coordination of these tasks to complete the activity. An organization's structure may be simply defined as the sum of how its labor is split into separate tasks and how these activities are coordinated.

Henry Mintzberg's coordinating features theory:

Henry Mintzberg (recognized six mechanisms for successful coordination as (a) mutual adjustment, (b) direct supervision, (c) standardization of work processes, and (d) standardization of outputs. (e) Standardization of knowledge and skills (f) The development of standards. These processes appear to explain how organizations coordinate their activities at a fundamental level. These are the most fundamental structural components, the glue that ties organizations together.

Mintzberg identifies the following processes for task coordination:

a) Mutual adjustment: The process of developing informal cooperation is referred to as mutual adjustment. Through a simple process of informal communication, mutual adjustment produces task coordination. Control of the task is in the hands of the doers under mutual adjustment. Mutual adjustment is naturally utilized in the smallest of organizations, such as by two individuals in a canoe or a few in a pottery studio, because it is such a basic coordinating mechanism. Surprisingly, it's also used in the most complex businesses. Consider the corporation tasked with putting the first man on the moon. Such a task necessitates an exceedingly complex division of labor, with thousands of professionals performing a variety of tasks. However, no one knows for certain what must be done right away. As the project progresses, this knowledge grows. In the end, despite the use of various coordinating techniques, the

project's success is mostly dependent on the specialists' capacity to adapt to each other along their undiscovered course, much like the two people in the canoe.

b) Direct Supervision: It is said that once an organization evolves beyond its most basic level, it will resort to a second state coordinating mechanism, namely direct supervision. Direct supervision of one individual bearing responsibility for the work of others, delivering orders and monitoring their actions, is the greatest way to establish coordination.

c) Work process: Work content is specified in follow-up rules or routines, allowing for coordination. It's accomplished through the standardization of work procedures. The work methods are standardized, and the substance of the task is defined. Coordination can also be accomplished prior to the start of the job. Under normal conditions, workers on the assembly line and surgeons in the operating room, for example, do not need to coordinate with their coworkers because they know exactly what is expected of them and proceed accordingly.

d) Output Standardization: The output standardization process specifies the work's results. Taxi drivers, for example, are not advised on how to drive or which route to take; instead, they are told where to deliver their fares. The coordination of tasks is specified when outputs are standardized. Performance criteria are used to coordinate with headquarters.

e) Skill and knowledge standardization: While neither the work nor its products can always be standardized, standardization can aid in coordination. Training and instruction that are specific and standardized are used to create coordination. The performance dimension is stated. When the type of training necessary to execute the job is established, skills and knowledge are standardized. Typically, the employee is trained before joining the company. Workers appear to be behaving independently, much like the skilled actor on stage, who appears to be speaking spontaneously. However, both actors have a strong command of their lines. As a result, standardization of skills does what standardization of work processes or work outputs accomplishes directly: it regulates and directs work. When an

anesthesiologist and a surgeon meet in the operating room to remove an appendix, they don't need to say much since they've been trained to do so.

f) Norm standardization, in which the work norms are regulated, generally for the entire organization, so that everyone operates under the same set of beliefs (as in a religious order).

According to Mintzberg's organizational configuration paradigm, each organization can have up to six fundamental parts:

- i. Apex Strategic (top management)
- ii. The Middle Ground (middle management)
- iii. The Operating System (operations, operational processes)
- iv. Technological framework (analysts that design systems, processes, etc.)
- v. Support personnel (support outside of operating workflow)
- vi. Ideologies (halo of beliefs and traditions; norms, values, culture)

It is believed that an organization will choose one coordinating mechanism over the others depending on the circumstances. It also implies that the five are largely interchangeable, with the organization able to substitute one for the other. These recommendations should not be interpreted as implying that any organization can rely on a single coordination system. The majority of people combine all five. Whatever the level of dependence on standardization, a certain amount of direct oversight and mutual adjustment is always necessary.

3.4.2 Mary Parker Follett's coordination Theory

In the historical development of management literature Mary Parker Follett (3 September 1868 – 18 December 1933) has been known to be a great believer in the all-embracing virtue of coordination and integration. Mary Parker Follett was an American social worker, management consultant, philosopher and pioneer in the fields of organizational theory and organizational behavior. Along with Lillian Gilbreth, she was one of two great women management experts in the early days of classical management theory. She has been called the "Mother of Modern Management". To her, business represented a great institution and the

sociological system of individual cooperation. Follett's intense belief in coordination led her to emphasize a holistic model of coordination.

She identified four principles of coordination for effective management (Urwick and Metcalf 1941.p.297). These principles are as follows:

- a. Coordination by direct contact of the responsible people concerned.
- b. Coordination in the early stages.
- c. Coordination as the reciprocal relating of all the factors in a situation.
- d. Coordination as a continuing process.

a. Coordination by Direct Contact:

The first principle of coordination is coordination by contact of the responsible people concerned. Coordination is achieved through direct personal contact with people concerned. Direct face-to-face communication is the most effective way to convey ideas and information and to remove misunderstanding. It denotes control through cross relations between heads of departments instead of up and down the hierarchy. Say, in the case of international relations direct contact means adjustments between nations should be made not through the foreign office but between those who have responsible authority in the matters concerned, that is between the departmental ministers. Scheme for national planning should follow this principle. It provides for direct contact between responsible heads of industry.

b. Coordination in the early stages:

Coordination in the early stages means that co-ordination can be achieved more easily in early stages of planning and policy-making improving the quality of plans. Here direct contact must begin in the earliest stages of the process involving people from the very initial stages of designing a project, managing any task or coordinating any event. Plans should be based on mutual consultation or participation. Such participation at the early stages benefits the organization through increased motivation and morale. Integration of efforts becomes more difficult once the uncoordinated plans are put into operation. Say the head of the production department while forming his policy, meets and discusses with the other heads the questions involved, a successful coordination is far more likely to

be reached. Policy forming and policy adjusting are two separate processes. Policy adjustment cannot begin after the separate policies have been completed.

c. Coordination as the reciprocal relating of all the factors in a situation shows the actual process of coordination. All factors in a situation have to be related to one another. This interrelationship must be taken into account in the process of coordination. It encapsulates what happens between the heads of departments in a business or organization. This is like an interpenetration of every part by every other part. Coordination is like a goal never wholly reached. The process of coordination is like interpenetration and it cannot be enforced by an outside body. Rather it is by its very nature a process of auto-governed activity.

d. Coordination is a continuing process means that the machinery for coordination would be continuous. It should not set up for special occasions. Precedents, experiences and formulation of principles require relating the parts. Follett emphasizes the need for a permanent machinery to achieve coordination from planning to activity and from activity to further planning. It has been a continuous, on-going process rather than a once-for-all activity.

3.5 Analytical Framework of my thesis

In that study I selected dependent and independent variables according to Henry Mintzberg's (1939-present) coordination theory. It is shown in the graph below. In this study I have followed Henry Mintzberg's Coordination Theory as well as Mary Parker Follett's Coordination Theory. Moreover, I have gained ideas from the recently adopted Refugee Coordination Model. However, this model was not used as a theory in this study. However, variables have been adopted in this study from the other two theories except RCM model. The RCM model has been used by the UNHCR in various countries around the world to address the refugee crisis. Below I am referring to analytical framework of my thesis.

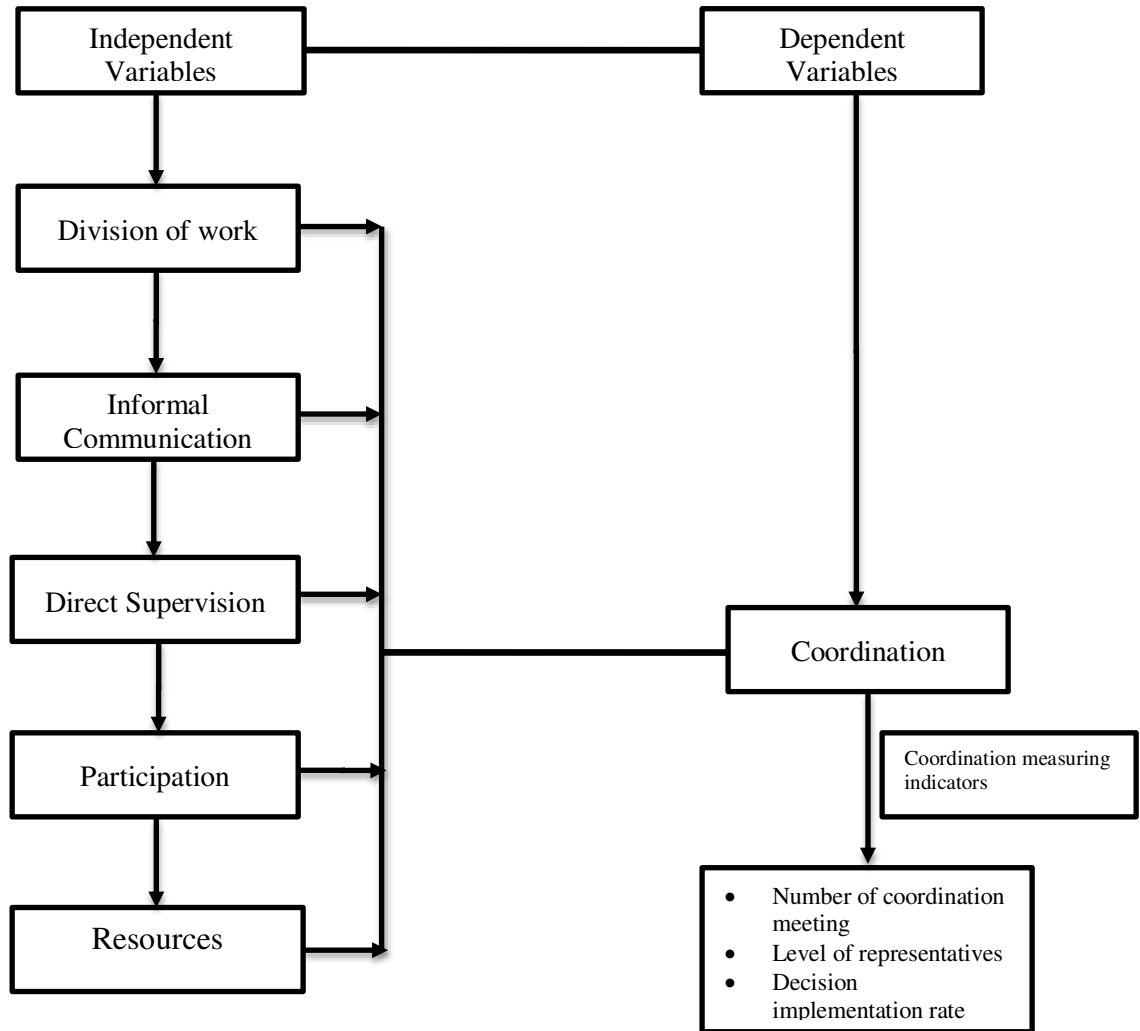


Figure-3: Analytical framework

3.6 Dependent Variables:

3.6.1 Coordination

Synergy is formed in the human body as a result of numerous organs working together. To establish synergy, any system having interrelated aspects or subparts, whether organizational, managerial, or other, must work together. (Islam, 1994:1).

Coordination is a useful tool for describing and evaluating an organization's structure and operations (Christensen and Laegreid, 2008: 97). As more and more individuals work toward the same objective, coordination is essential. On the other hand, the obvious goal of coordination is to create a harmonious connection between actors by coordinating their efforts in order to minimize conflicts and waste of time and energy.

Rules and hierarchical organization are the foundations of coordination, which is tied to the state's role as a legal authority and coercive (Robinson et al., 2000: 7). Traditionally, a manager's function has been to plan, organize, command, and coordinate. This concept of coordination fits very well with this conventional understanding of management (Fayol, 1916, cited in Robinson et al., 2000: 7). programs and activities should be characterized by "minimum duplication, incoherence, and lacunae." Mooney and Reiley argue that "the methodical structuring of collective effort to achieve unity in action in the pursuit of a single objective" is the foundation of organization (cited in Islam, 1994: 2).

Several government and non-government organizations are focusing on the management of Rohingyas. The following is a list of the major people in charge of the overall management of the Rohingya community:

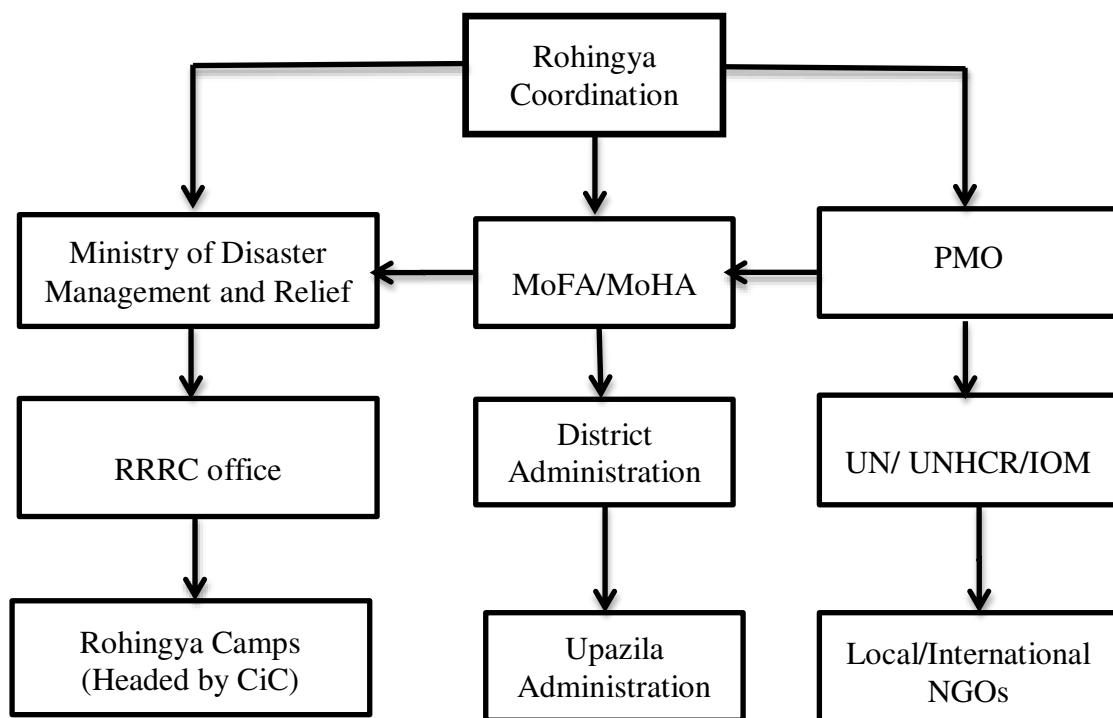


Figure-4: The idea of combining different actors

3.6.2 Inter-organizational Coordination

Here, coordination refers to a suitable working relationship based on the mapping of perceptions of those involved in policy implementation towards coordination.

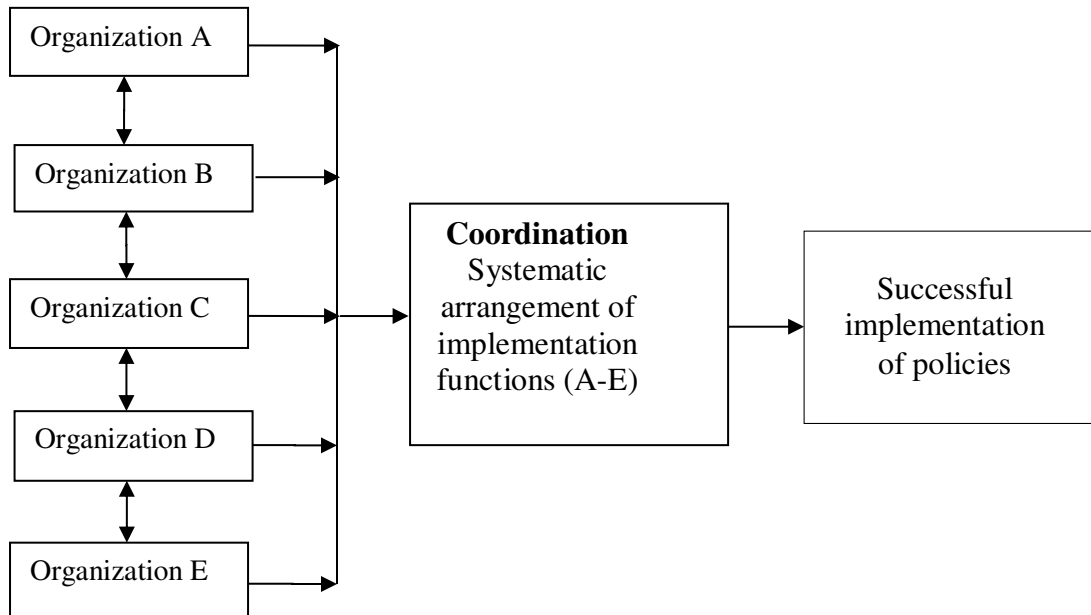


Figure-5: Relationship between coordination and multi-organisations

3.7 Independent Variables

3.7.1 Formal Division of work

Hypothesis-1: Lack of a formal division of work impedes coordination among actors.

There should be a specific checklist of the work of each concerned department, and the relevant information should be communicated to each other. We will collect information from the concerned departments to check if there is a proper distribution of work. If the same work is done by more than one department, or no important work is done by any one department, we will assume that there is a lack of coordination between them. (Indicator-work distribution)

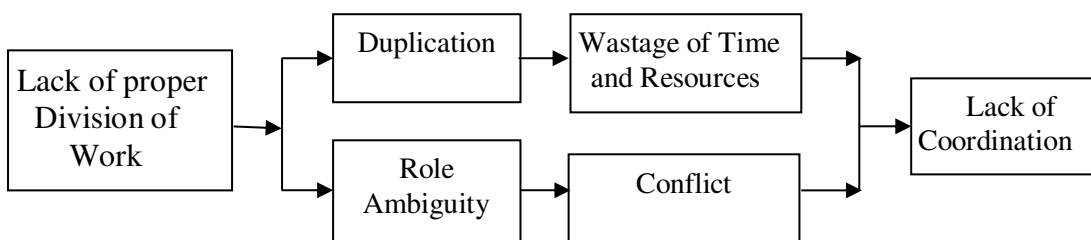


Figure-6: Interplay between division of work and coordination

3.7.2 Informal Communication

Hypothesis 2: Informal communication among actors facilitates coordination.

Not only will there be formal communication between the actors concerned, but sometimes an informal relationship between them is also important. Mutual understanding between all concerned is essential for coordination. It will be especially beneficial for those for whom the work is being done, as they will be able to respond to the right issues at the right time. If any other department has to write a letter for a little information, it will cause a delay in the work. In that case, if the information is given immediately through mobile, the speed of work will be accelerated. Therefore, we will collect information on whether the concerned departments respond to the mutual communication. If they do, we will assume that their coordination process is correct, and if not, there is an error in coordination. (Indicator: Information Sharing)

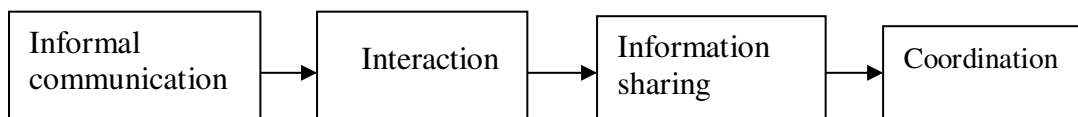


Figure-7: Relationship between informal communication and coordination

3.7.3 Availability of Resource

Hypothesis 3: If adequate resources are installed, the coordination will be better.

Another important factor for coordination is resources. Without resources for such a big issue as the Rohingya issue, effective coordination will not be possible in any way. It can be financial and human resources. Many offices do not have enough manpower to work. In that case, it will not be possible for them to do anything. In many cases, there is a lack of skilled people in many offices. Coordination cannot be expected there either. However, without financial resources, nothing is worthwhile. We will look at their manpower structures and financial consistency in the respective offices to collect information. I assume they will be proficient in coordination if the offices have the required manpower and financial resources according to their structure. (Indicator-worker according to manpower structure)

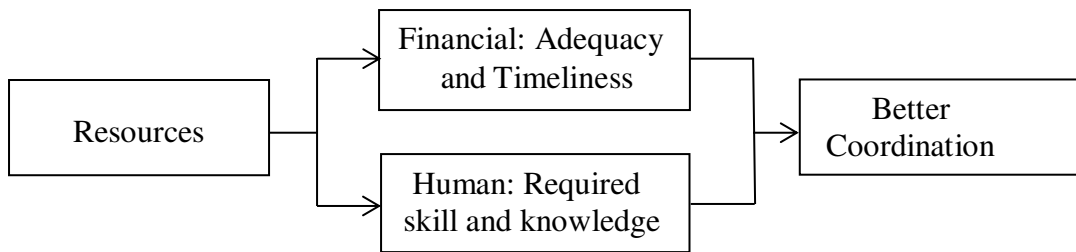


Figure-8: Model of relationship between resources and coordination

3.7.4 Direct Supervision

Hypothesis 4: The desired results of coordination cannot be achieved without supervision by competent leadership.

Direct supervision is a great tool for accomplishing any important task. In essence, the leader supervises directly. In many cases, success cannot be achieved without the proper supervision of a leader. If you don't know who is doing what, who is responsible for it, etc., in fact, the work is nothing. As a ship without a sailor cannot reach shore, the right direction cannot be found without a leader. Even if the leader does not work directly, he will give instructions and advice to those involved and get the work done through them. He will coordinate with everyone and ensure the quality and quantity of work. He will evaluate the work and assign new tasks to the concerned people. The overall outcome will depend on the proper and competent supervision of the leader. (Indicator-having mechanism to supervise)

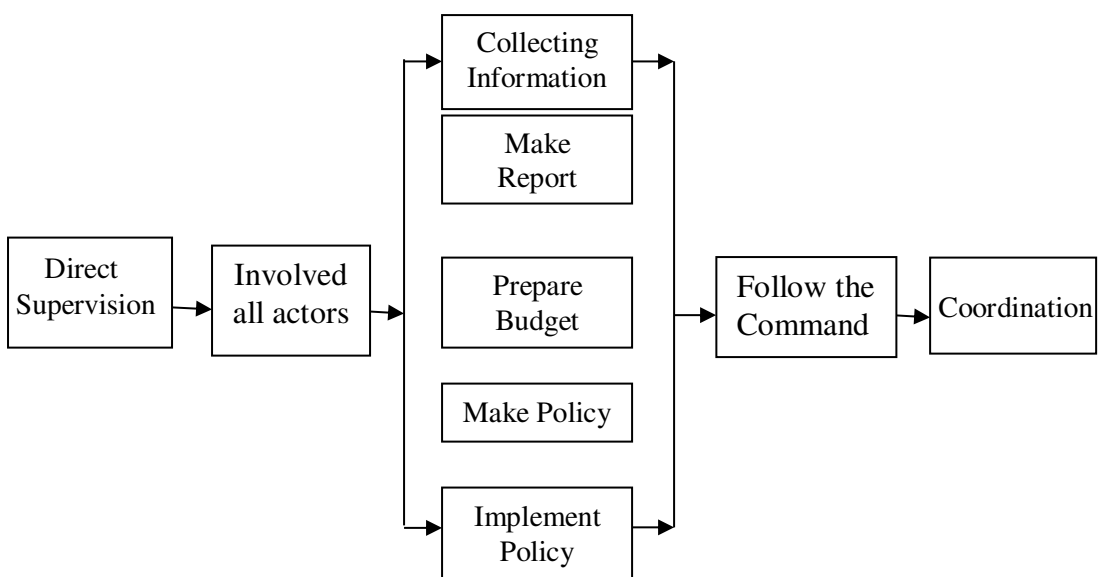


Figure-9: Model of relationship between direct supervision and coordination

3.7.5 Participation

Hypothesis 5: Unless all the actors involved in the coordination meetings on the Rohingya issue participate in them spontaneously, it will not bring any effective results.

Basically, the crisis has to be tackled with the participation of all. That is why it is necessary to call a coordination meeting among the actors and ensure the presence of everyone in it. In all these meetings, the actors concerned can present their data and give their views and suggestions on the next course of action. This creates a strong bond between the actors, which will go a long way towards overcoming the crisis. In terms of participation, we will see how many coordination meetings were held between January 2018 and June 2019 and whether the actors concerned attended. Moreover, according to the minutes of the meeting, what kind of steps have they taken? If a coordination meeting is held every month and everyone participates in it and does the necessary activities as per the minutes, then it is understood that the coordination has been done properly. The total number of meetings, the number of meetings they attended, whether the minutes of each meeting have been prepared, and what steps have been taken according to the minutes will be used to measure the coordination.

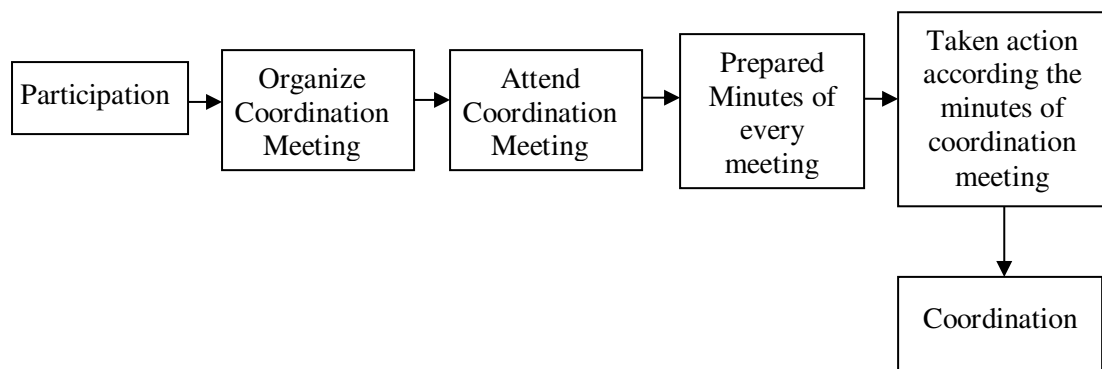


Figure-10: Model of relationship between participation and coordination

3.8 Conclusion

A theoretical framework was developed in this chapter in order to study and evaluate the coordination problems in Bangladeshi Rohingya management. In order to establish a link between coordination (the dependent variable) and the factors

that impact coordination, a brief literature survey on the subject was conducted (independent variables). Preliminary discussion suggests that the activities of the organizations involved in policy implementation are more likely to be coordinated in a situation where there is a formal division of labor; frequent informal communication; adequate and timely funding; skilled and required human resources; and cultural compatibility; These concerns led to a framework in this chapter that explains how the formal division of labor, informal communication, and resources all contribute to the coordination of this study's activities.

CHAPTER 4: MAPPING COORDINATION PROCESS AND PRACTISES IN ROHINGYA CAMP OF BANGLADESH

4.1 Introduction

According to the UNHCR, the countries with the highest number of refugees at present are Turkey with 2.5 million, Pakistan with 1.8 million, Lebanon with 1.1 million, Iran with 1.0 million, Ethiopia with 1.0 million, and Jordan with about 700,000. There are about 6 lakh refugees in Kenya, 4 lakh in Uganda, 4 lakh in Chad, 3 lakh 22 thousand in Sudan, 2 lakh 88 thousand in Iraq, and 1.5 lakh in Syria. So far this year, 2,11,563 people have crossed the Mediterranean and taken refuge in Europe. Last year, this number was more than 1 million. (Source: "2 crore refugees in the world, 11 thousand Bangladeshis " Shariful Hasan, , Daily Prothom Alo, June 20, 2016). Each country has adopted a different strategy to resolve this crisis, sometimes following UN guidelines, sometimes under refugee law, and sometimes determined by the plans of the countries concerned. Bangladesh is no exception in this regard. The Bangladesh government has also taken various steps in the management of Rohingyas.

The government of Bangladesh has taken all steps to manage and coordinate the overall affairs of the Rohingyas in the Cox's Bazar district of Bangladesh. The Ministries of Foreign Affairs, the Ministry of Home Affairs, and the Ministry of Disaster Management and Relief are working under the direct supervision of the Prime Minister's Office. The government has formed a national committee, a national task force, and an executive committee to coordinate the activities of these ministries in the management of the Rohingya. Besides, the RRRC office, district administration, Cox's Bazar, Upazila Nirbahi Officer Ukhia, and Teknaf, CIC are working with them locally on behalf of the Bangladesh government. Three units of APBN, local police, Bangladesh Army, BGB, Coast Guard, Bangladesh Ansar, and Rapid Action Battalion are working to maintain law and order in the FDMN area. They are continuing their activities by coordinating with local administrations, international organizations, district administrations, and RRRC offices.

On the other hand, under the supervision of nine UN organizations, local NGOs and INGOs have been providing various sector-based services for the Rohingyas. By

dividing the service sectors into 12 sectors, the agencies are working on a sector-wise basis. The NGOs informed the RRRC office and the district administration in Cox's Bazar before approving all the projects adopted for FDMNs. After the implementation of the project, the concerned NGO collected certificates of performance from the district administration of Cox's Bazar.

4.2 The Role of the State in Emergency Response:

The role of the state is recognized in law and key statements of principle (including UN Resolution 46/182 of 1991). The laws and principles outline four major responsibilities of the state that are critical to initiating and managing a relief response and shaping its effectiveness.

(Source: Ambassador Shahidul Haque, ex-Foreign Secretary, Bangladesh)

1. Call-Invite Aid
2. Provide security and assistance.
3. Monitor: Coordination
4. Set: Regulatory, Legal, Strategy

4.3 Government Initiative

Bangladesh's government will coordinate the overall affairs of the Rohingyas:

4.3.1 Executive Committee

The Bangladesh government has formed an executive committee on coordination, management, and law and order for Rohingyas fleeing persecution by the Myanmar army. On November 29, 2020, an 18-member committee was formed from the Public Security Department of the Ministry of Home Affairs with the Divisional Commissioner of Chittagong as the chairman.

	Name and Designation	Designation on the Committee
01	Divisional Commissioner, Chattogram Division, Chattogram	Convenor
02	Commissioner for Refugee Relief and Repatriation in Cox's Bazar	Member
03	Deputy Inspector General of Police, Chittagong Range	Member
04	Deputy Commissioner of Cox's Bazar	Member
05	Superintendent of Police, Cox's Bazar	Member

06	Sector Commander, BGB Ramu Sector	Member
07	Deputy Director, Divisional Office, Chittagong Narcotics Control Department	Member
08	Additional Director, NSI, Cox's Bazar	Member
09	Colonel GS, DGFI, Cox's Bazar	Member
10	Commander, RAB-15	Member
11	Civil Surgeon of Cox's Bazar	Member
12	Area Commander and GOC, 10th Infantry Division, Cox's Bazar	Member
13	Commandant, APBN 14 and 16 Cox's Bazar	Member
14	District Commandant, Cox's Bazar Ansar and VDP	Member
15	Representative, Director General of Bangladesh Coast Guard	Member
16	Representative of the Director General of Fire Service and Civil Defense.	Member
17	Additional District Magistrate, Cox's Bazar	Member Secretary

Table-3: Members of Executive Committee

Scope of work of the committee:

Monitoring and evaluation of the overall activities related to the coordination, management and law enforcement of the activities taken to expedite and manage the overall law and order activities in the camp area of the displaced Myanmar citizens (Rohingya) who have taken refuge in Bangladesh. The Committee on Law and Order will assist the National Committee in this regard and send regular reports to the National Committee. The committee will meet at least once a month and hold meetings at any time as required. The order states that the committee may include any officer / person if required.

(Source: November 29, 2020, the Public Security Department of the Ministry of Home Affairs, was formed the committee. Memo-44.00.0000.079.25.001.2020/323)

4.3.2 National Committee:

Shortly after the formation of the executive committee, the Bangladesh government formed a national committee on the coordination, management and law and order of the forcibly displaced Myanmar citizens (Rohingya).

On 14 December 2020, an order was issued by the Cabinet Division setting up a 'National Committee on Coordination, Management and Law Enforcement of Forced Myanmar Citizens'. The convener of the 16-member committee is the Home Minister.

Formation of committee:

	Name and designation	Designation on the committee
01	Minister, Ministry of Home Affairs	Convener
02	Minister, Ministry of Foreign Affairs	Member
03	State Minister, Ministry of Disaster Management and Relief	Member
04	State Minister, Ministry of Women and Children	Member
05	Cabinet Secretary, Cabinet Division	Member
06	Principle Secretary to the Prime Minister, Prime Minister's Office	Member
07	Principal Staff Officer of the Armed Forces	Member
08	Secretary, Ministry of Public Security	Member
09	Secretary, Ministry of Foreign Affairs	Member
10	Secretary, Ministry of Security	Member
11	Secretary, Ministry of Disaster Management and Relief	Member
12	IGP of Police	Member
13	Director General, Bureau of NGO Affairs	Member
14	Director General of Military Intelligence (DGFI),	Member
15	Director General of National Security Intelligence (NSI),	Member
16	Divisional Commissioner, Chattogram	Member
17	Divisional Commissioner of Chittagong and Refugee, Relief and Repatriation Commissioner of Cox's Bazar.	Member
18	Political and ICT wing, Public Security Department, Ministry of Home Affairs.	Member Secretary

Table-4: Members of National Committee

Scope of work of the committee

The National Committee will coordinate all activities including maintaining law and order, management and repatriation of Rohingya refugees in Bangladesh. Another important work is to monitor, evaluate, and provide feedback and advice on all

repatriation activities. The committee is empowered to include any new members as required. The Committee may, if necessary, request any officer / person to attend the meeting. The order states that the committee shall hold at least one meeting every three months and any time as required.

(Source: Cabinet Division, 14/12/2020, Memo 04.00.0000.611.06.001.20.175)

4.3.3 National Taskforce (NTF)

	Name and designation	Designation on the Committee
01	Senior Secretary, Ministry of Foreign Affairs, Bangladesh Secretariat, Dhaka.	Convenor
02	Cabinet Secretary, Cabinet Division, Bangladesh Secretariat, Dhaka.	Member
03	Principal Secretary, Prime Minister's Office, Tejgaon, Dhaka.	Member
04	Senior Secretary, Ministry Of Commerce, Bangladesh Secretariat, Dhaka.	Member
05	Senior Secretary, Finance Division, Ministry Of Finance, Bangladesh Secretariat, Dhaka.	Member
06	Senior Secretary, Economic Relations Division (ERD), Shere Bangla Nagar, Dhaka.	Member
07	Senior Secretary, Ministry of Water Resources, Bangladesh Secretariat, Dhaka	Member
08	Inspector General of Police, Police Headquarters, Fulbaria, Dhaka	Member
09	Principal Staff Officer, Armed Forces Division, Prime Minister's Office, Dhaka Cantonment, Dhaka.	Member
10	Secretary, Ministry of Home Affairs, Bangladesh Secretariat, Dhaka	Member
11	Secretary, Ministry of Health and Family Welfare, Bangladesh Secretariat, Dhaka.	Member
12	Secretary, Law and Justice Division, Ministry of Law, Justice and Parliamentary Affairs, Bangladesh Secretariat, Dhaka	Member
13	Secretary, Ministry of Disaster Management and Relief, Bangladesh Secretariat, Dhaka	Member
14	Secretary, Ministry of Environment and Forests, Bangladesh Secretariat, Dhaka	Member
15	Secretary, Ministry of Fisheries and Livestock, Bangladesh Secretariat, Dhaka	Member
16	Secretary, Statistics and Information Division (SID), Ministry of Planning, Agargaon, Dhaka	Member
17	Secretary, Ministry of Chittagong Hill Tracts Affairs, Bangladesh Secretariat, Dhaka.	Member
18	Secretary, Ministry of Primary and Mass Education, Bangladesh Secretariat, Dhaka	Member
19	Secretary, Local Government Division, Ministry of Local Government Rural Development and Cooperative, Bangladesh Secretariat, Dhaka	Member

20	Member, Socio Economic Infrastructure Division, Planning Commission, Agargaon, Dhaka.	Member
21	Director General, NGO Affairs Bureau, Ramna, Dhaka.	Member
22	Director General, Directorate General of Forces Intelligence (DGFI), DGFI Headquarters, Dhaka Cantonment, Dhaka.	Member
23	Director General, National Security of Intelligence (NSI), Segunbagicha, Dhaka	Member
24	Director General, Border Guard Bangladesh (BGB), BGB Headquarters, Peelkhana, Dhaka	Member
25	Director General, Bangladesh Coast Guard, Coast Guard Headquarters, Agargaon, Dhaka	Member
26	Chief Engineer, Department of Public Health Engineering, DPHE Bhavan, Kakrail, Dhaka	Member
27	Refugee, Relief and Repatriation Commissioner (RRRC), Cox's Bazar	Member
28	Deputy Commissioner, Office of the Deputy Commissioner, Cox's Bazar	Member
29	Civil Surgeon, Civil Surgeon Office, Cox's Bazar.	Member

Table-5: Members of NTF

4.4 Role of involved actors

4.4.1 Role of RRRC

Process of coordination followed by gob by RRRC: Role of RRRC

The most important task of RRRC is to ensure a safe and dignified life to FDMNs till repatriation. Another significant role is to coordinate the Government organizations, NGOs, INGOs, UN bodies and other humanitarian agencies for the common humanitarian purpose. Make a bridge between policy making process at Ministries and camp level implementation. It also works along local administration for peaceful coexistence between host and guest community. Maintain law and order situation at camp area is also important concern for it. It also gives permission NGOs to work at camp areas and Issue access pass at camp areas. It Coordinates with Bangladesh Army, Law enforcement agencies and other Government authorities at camp area. Disaster management in natural calamities (CPP activities and others) is a large working sector of it. At the present time Inter-camp and external relocation (Vashanchar and Shamlapur relocation) of the FDMN is going on under the supervision of RRRC. It restores the bio-diversity and supervises Joint data registration.

(Source: A PowerPoint presentation on “Forcibly Displaced Myanmar Nationals (Rohingya)

Camp Administration, Coordination and Management” by RRRC office, Cox’sBazar)

4.4.2 Role of CiC (Camp in Charge)

The CiCs represent the government of Bangladesh and establish control of the government at camp level. They work directly in the camps under the RRRC, controlling law and order at camp level. Prepare an assessment and verification of the needs of the FDMNs. They are referring the FDMNs to UNHCR through Joint Data Registration. They provide the services of marriage, divorce, birth, and death registration. Controlling and monitoring is another important task for them. They control and monitor the activities of NGOs, Coordinate of the work of GOs, NGOs, and humanitarian organizations. They forward information to the government and facilitate the government with information. CiCs carry out the orders and decisions of the government. Disaster management, internal relocation (Shamlapur to other camps), and external relocation (Bhasanchar) are the significant duties of CiCs. They run mobile courts in the camp area to maintain law and order. Exit passes are used to control access to the camp for both individuals and vehicles. They received complaints from the FDMN and the host community and took remedial action. They also take effective measures to resolve any disputes that may arise in the camp area. They check the validity of documents submitted by NGOs before work. They prevent illegal activity by FDMNs. They block companies that could disrupt the repatriation process of FDMNs. They conduct tree planting, family planning, and land development activities. Inspect and observe every corner of the camp. They also briefed the international delegation on FDMN management and worked to create a conducive environment for FDMN repatriation.

Source: A PowerPoint presentation on “Forcibly Displaced Myanmar Nationals (Rohingya) CAMP ADMINISTRATION, COORDINATION AND MANAGEMENT” by RRRC office, Cox’sBazar

4.4.3 Role of international humanitarian agencies

Cox's Bazar's two UNHCR camps, Kutupalong and Nayapara, are the only places where refugees may be registered and provided with protection and aid under the current UNHCR coordinating procedures. IOM was given the job of organizing humanitarian assistance for "Undocumented Myanmar Nationals," a group believed to be more than 200,000 under the "National Strategy on Registered Refugees and

Undocumented Myanmar Nationals" established in 2013. In April 2017, the International Rescue Committee (ISCG) convened a meeting of all refugee-assistance organisations. In talks with Bangladeshi authorities, the International Organization for Migration, and other players about arrangements that will allow it to fully engage its mandate for the most comprehensive protection and solutions-oriented response, including support, in the face of an obvious refugee crisis with striking and complex protection and solutions features. Mid-to long-term components are crucial, as are efforts to ensure that voluntary return to Myanmar in safety, dignity, and sustainability remains a realistic choice and is sought as much as feasible as part of a regional approach that also takes into consideration Myanmar refugee communities elsewhere. As a result of the UNHCR's long-term presence in Northern Rakhine and its interactions with refugees in other countries, long-term solutions, such as voluntary repatriation, may be pursued more effectively.

Role of international humanitarian agencies:

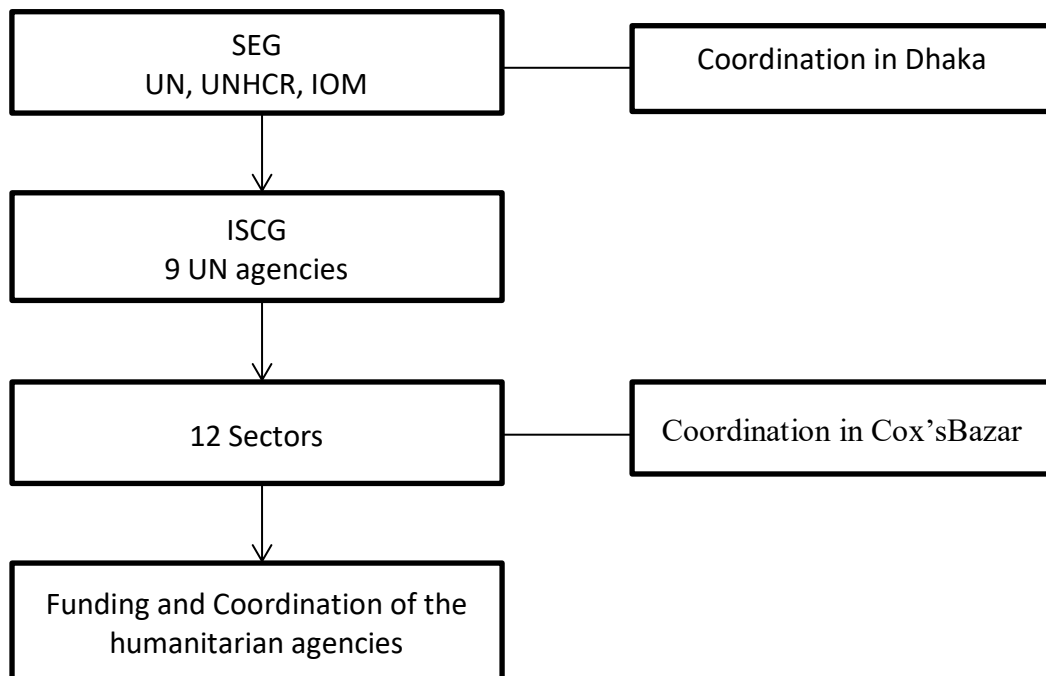


Figure-11: International Humanitarian Agencies Coordination Mechanism

Source: A PowerPoint presentation on "Forcibly Displaced Myanmar Nationals (Rohingya) CAMP ADMINISTRATION, COORDINATION AND MANAGEMENT" by RRRRC office, Cox's Bazar

Types of Projects in FDMN camp: 1. UN funded 2. FD-6/ FD-7, 3. Foreign government

funded 4. World Bank funded 5. Asian Development Bank funded 6. Local charity/ individual funded In FDMN camp there are Over 80 international NGOs, 100 national/local NGOs are working. Total 1,206 projects are going on in 12 sectors in Rohingya camps.

12 Sectors for funding and implementation through JRP:

Education	Nutrition	Site Management and Site Development	Emergency Telecommunication
Food Security	Protection	Water Sanitation and Hygiene	Communication with Communities
Health	Shelter and Non Food Items	Logistics	Coordination

Figure-12: The United Nations human rights activities through 12 sectors.

Source: A PowerPoint presentation on “Forcibly Displaced Myanmar Nationals (Rohingya) CAMP ADMINISTRATION, COORDINATION AND MANAGEMENT” by RRRC office, Cox’sBazar

4.4.4 Functions of International Organizations and ISCG

The ISCG has an important role to play in the management of the Rohingya. They are working on behalf of UNHCR through various NGOs at home and abroad. UN controlled international organizations share emergency tasks among themselves in times of crisis in any country. Below is a picture of this.

The following is a description of the work done by various NGOs in the Rohingya camp through coordination. Sector wise Coordination of ISCG:

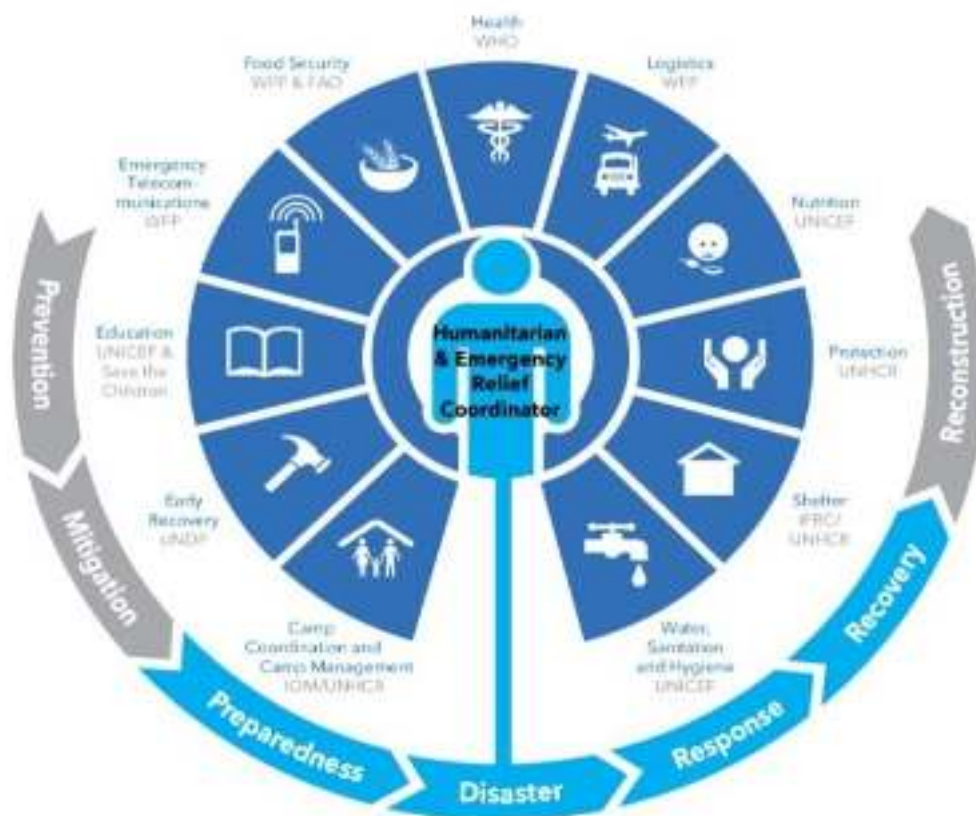


Figure-13: Cluster Coordination Model

Source: Reference Module for Cluster Coordination at country level, Revised July 2015

NGOs conduct sector-based activities in Rohingya camps. In this case, international agencies or UN agencies are in the leading position. Local NGOs work directly in the field to implement the project. Their names are mentioned below along with the detailed list of jobs.

Sector	Lead agency	Role
Education	UNICEF	Sector Coordinator (CXB)
		Information Management Officer
		Education Sector Programme Coordinator
		Knowledge Management Officer
		Documentation and Communication Officer
	SCI	Sector Coordinator (CXB)
		Information Manager
Food Security	WFP	Sector Coordinator (CXB)
		Deputy Food Security Sector Coordinator
		Information Management Officer
		Information Management Associate

		FSS Secretariat
	BRAC	Sector Co-Coordinator (CXB)
Health	WHO	Sector Coordinator (CXB)
		Information Management Associate
		Health Sector SRH officer
		Health Sector GBV officer
Nutrition	UNICEF	Sector Coordinator
		Information Management Officer
Protection	UNHCR	Sector Coordinator
		Snr. Protection Officer (Coordination)
		Protection Officer (Coordination)
		Snr. Protection Associate (Coordination)
		Information Management Officer
Child Protection Sub sector	UNICEF	Sub Sector Coordinator (CXB)
		Information Management Officer
		Knowledge Management Officer
GBV Sub sector	UNFPA	Sub Sector Coordinator (CXB)
		GBVIMS Sub-Sector Analyst
		Information Management Officer
Shelter/NFI	IOM	Shelter Sector Coordinator (CXB)
		Information Management Officer
		National Associate
	Caritas	Shelter Sector Co-Coordinator (CXB)
	CRS	Technical Coordinator
NRC	HLP Coordinator	
Site Management	IOM	Sector Coordinator
		Information Management/GIS Officer
		Information Management Assistant
	UNHCR	Site Planner
	DRC	Sector Co-coordinator
WASH	ACF	Sector Co-Coordinator
		Information Management Manager
	IOM	Hygiene Promotion Specialist
		Sector Coordinator
	UNICEF	Information Management Officer
		Knowledge Manager
Logistic	WFP	Sector Coordinator
		Logistics Officer
		Information Management Officer (IM Focal Point)
		Information Management Officer (GIS/Assessment)
		Information Management Associate

ETS	WFP	Sector Coordinator
		Information Management Associate
CwC WG	IOM	Working Group Coordinator
		Information Management Officer
GiHA WG	UN Women	Head of Sub Office
	UNHCR	Working Group Co-Chair
	UN Women	Head of Gender Hub
		National Gender and Capacity Development Specialist
		Knowledge Management and Communications Officer
National Gender & Capacity Development Officer		
NGO Coordination	ACF	NGO Platform Coordinator
		NGO Platform co-coordinator
Inter-Sector Coordination	ISCG	Senior Humanitarian Coordinator
		Deputy Senior Coordinator
		Special Assistant to Senior Coordinator
		National Coordination Officer
		Humanitarian Access Coordinator
		Emergency Preparedness and Response Coordinator
		Emergency Preparedness and Response Consultant
		Field Coordination
		Field Coordination
		Field Coordination
		Senior Hub Assistant
		Civil Military Coordination
		Head of Information Management & Analysis Unit
		Information Management Officer
		Information Management Officer
		Information Management Officer
		GIS Officer
		Senior External Relations Officer
		Partnership Officer
		Communication Officer
PSEA Coordinator		
PSEA Officer		
National Coordination Officer, TWG		
Admin Officer		
Senior Admin Assistant		

Table-6: Sector-based activities in Rohingya camps

(Source: ISCG Sector Coordinators CXB and IMOs, Wednesday, September 08, 2021, <https://www.humanitarianresponse.info>)

4.4.5 The role of the Camp Coordination and Camp Management (CCCM)

Camp Coordination and Camp Management (CCCM)

Since October 2017, the Resident Coordinator's Inter Sector Coordination Group (ISCG) has been aiding the Rohingya refugee crisis. The ISCG has been boosted by OCHA, which has despatched employees from its regional headquarters to ensure information coordination and exchange.

There are now nine active sectors led by UN agencies under the Resident Coordinator's Inter-Sector coordination structure at the IOM. Site management is handled by the International Organization for Migration (IOM), while protection and gender-based violence are handled by the United Nations Children's Fund (UNICEF). More employees, notably for sector coordination and information management, are being brought in to deal with a humanitarian crisis that has overtaken humanitarian capabilities on the ground. Sectors are looking to enhance support to new international and national partners in order to build capacity due to the severity and complexity of the developing crisis in Rakhine State and the present volume of influx in Cox's Bazar.

The CCCM's objective is to guarantee that internally displaced individuals (IDPs) at displacement sites have equal access to equal protection and services, while also promoting and advocating for long-term solutions for the IDPs and enhancing their quality of life and dignity.

CCCM techniques are used in areas such as collective centers, camps, camp-like settings, and community settlements (both spontaneous and planned). By providing resources, direction, and capacity building, the CCCM unit aids field operations in successfully organizing and managing displaced populations.

As part of an Inter-Agency Standing Committee, the Camp Coordination and Camp Management (CCCM) Cluster provides assistance to those impacted by natural

disasters and internally displaced persons (IDPs) caused by war. IOM and UNHCR co-lead the CCCM Cluster for natural disaster and conflict-related IDP situations under the Cluster Approach that was created in 2005. One of the primary functions of the CCCM Cluster is to oversee and coordinate all of the camp activities. This includes assisting national authorities in their capacity-building initiatives to control displaced populations in any communal context (camps, informal settlements, collective centers).

Work with the impacted population to ensure that they are heard, that on-site governance is in place, and that they have access to essential information. Two-way communication networks must be established in order to keep people on the ground informed, allow them to participate in choices that affect them, and provide feedback to humanitarian actors. Members of the Global CCCM Cluster Support Team, which includes IOM and UNHCR staff, have a wide breadth of expertise in a variety of areas. The team's mission is dual: to aid and advise CCCM Clusters on the ground and support worldwide CCCM activities.

People who have been impacted by natural catastrophes and those who have been forced to flee their homes as a result of conflict are supported by the CCCM Cluster, an Inter-Agency Standing Committee coordinating mechanism. The CCCM's objective is to guarantee that internally displaced individuals (IDPs) at displacement sites have equal access to equal protection and services, while also promoting and advocating for long-term solutions for the IDPs and enhancing their quality of life and dignity. We have assembled a team of experts in several fields, including coordination, information management, security, and capacity building, to support our efforts in the CCCM clusters. The team's mission is to assist and provide guidance to local CCCM clusters, as well as to support worldwide CCCM efforts.

CCCM is made up of three primary parts. Camp Administration, Camp Coordination, and Camp Management are the three main divisions of camp management. In spite of this, all three parts are coordinated perfectly. There is no perfect synchronization if any of them is left out. As a result, our work has addressed all three of these difficulties.

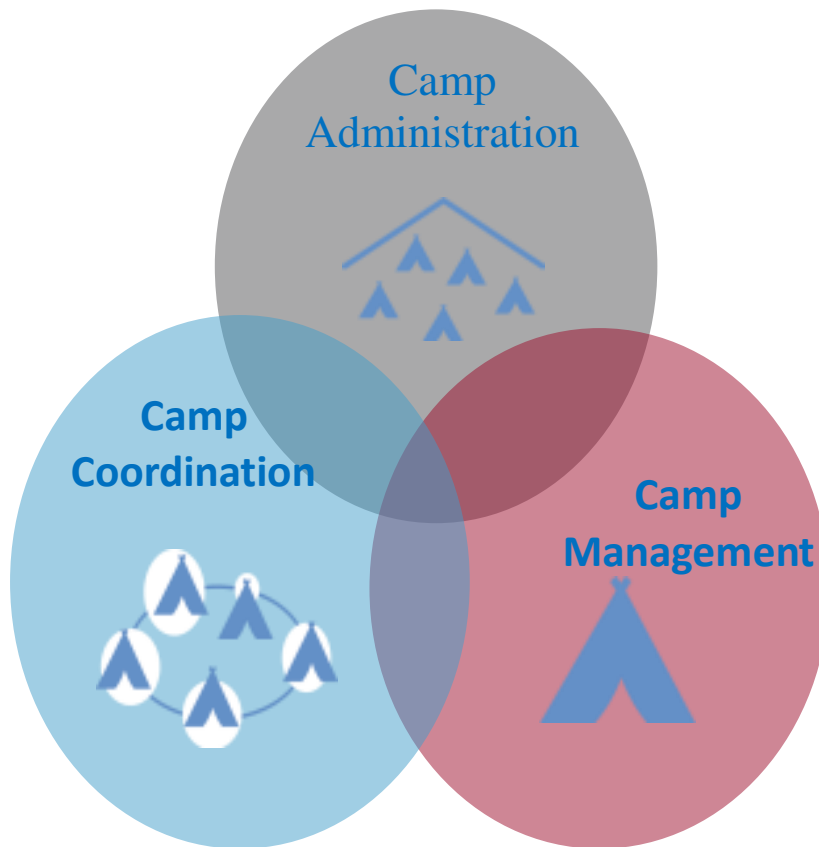


Figure-14: CCCM Coordination Model

Source: Ambassador Shahidul Haque, ex-Foreign Secretary, Bangladesh.

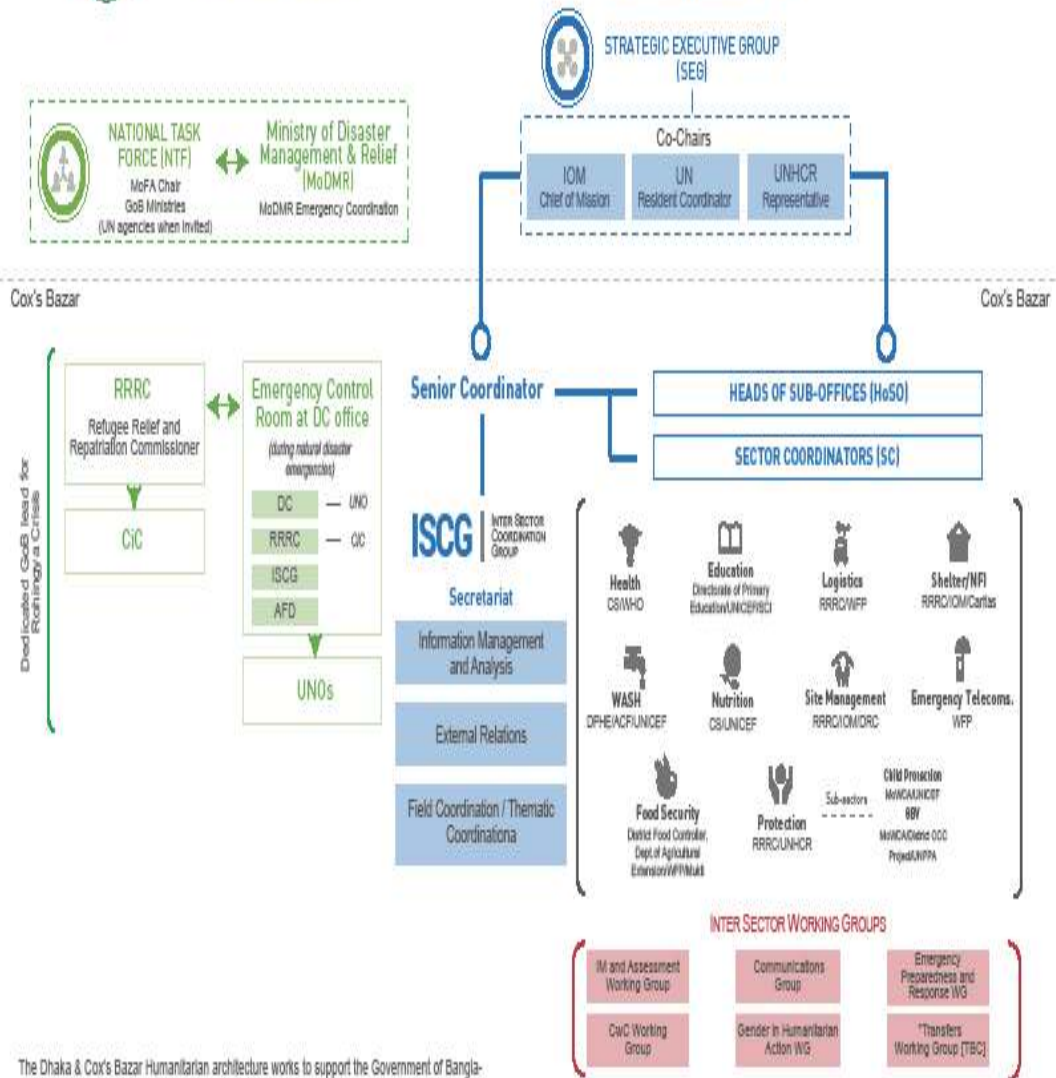
4.5 Government -UN Coordination Mechanisms (Dhaka-Cox's Bazar)

The Bangladesh government and the UN body are working hard on the Rohingya crisis. Basically, the government of Bangladesh and the United Nations are working as the main driving forces in addressing the crisis. That is why coordination between the government of Bangladesh and the UN and its agencies is very important. Otherwise, it will not be possible to deal with the Rohingya issue properly. The Ministry of Foreign Affairs and MoDMR are working on behalf of the government of Bangladesh. Besides, IOM, UNHCR, and the UN are working under the UN SEG. They are acting as humanitarian stakeholders. Under them, local and foreign NGOs are conducting their humanitarian and relief activities among the FDMN. Below is a sample of the coordination between the activities of the government of Bangladesh and the United Nations.



GOVERNMENT OF BANGLADESH

HUMANITARIAN STAKEHOLDERS



The Dhaka & Cox's Bazar Humanitarian architecture works to support the Government of Bangladesh's response to the Rohingya Crisis. This Support extends at all the above noted levels in both Dhaka and Cox's Bazar.

Source: Ambassador Shahidul Haque Professorial ex-Foreign Secretary, Bangladesh. 31st July 2021

Figure-15: GoB-UN Coordination Mechanism

4.6 process of coordination followed by NGO and INGO

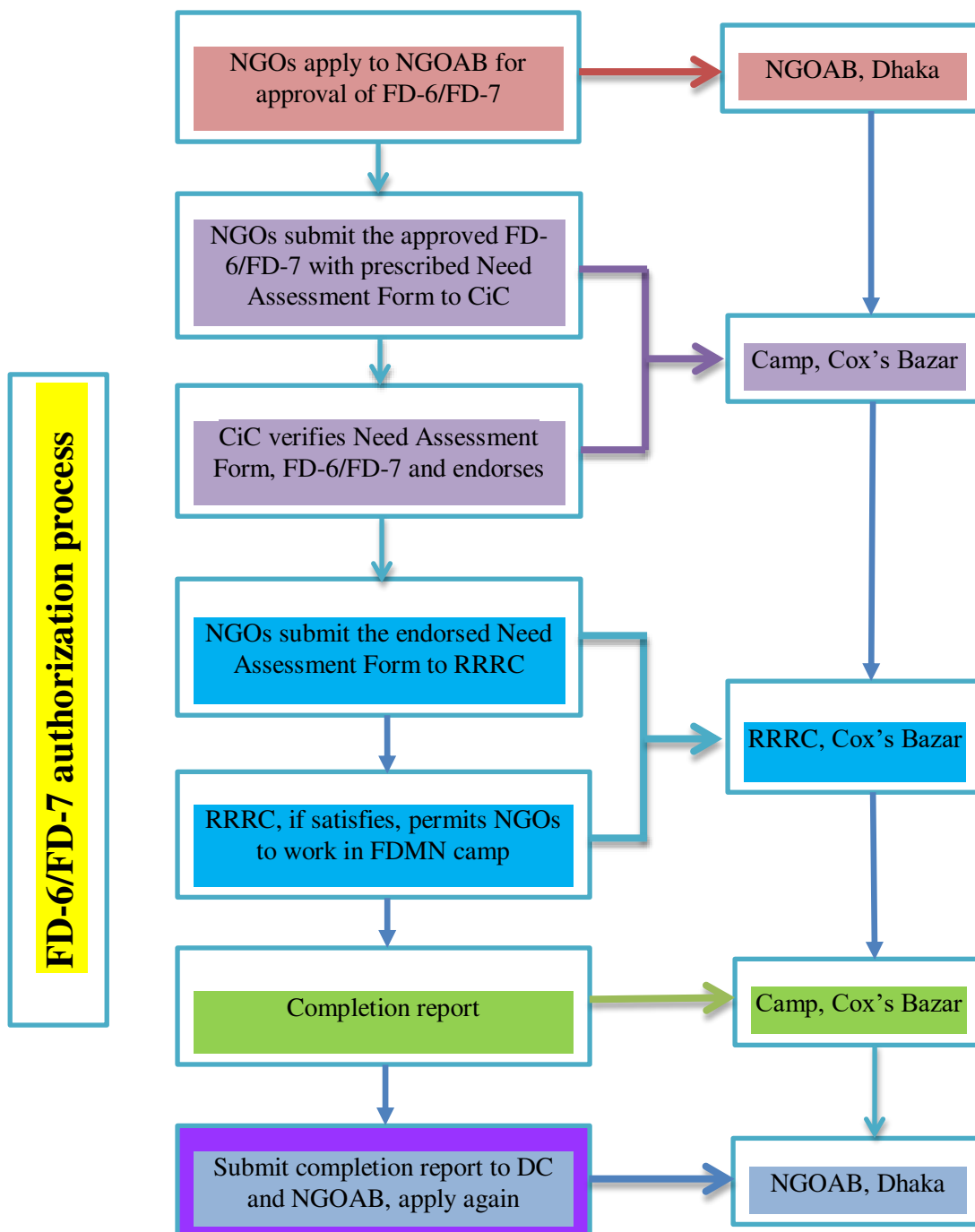


Figure-16: NGO and INGO coordination process

Source: A PowerPoint presentation on “Forcibly Displaced Myanmar Nationals (Rohingya) CAMP ADMINISTRATION, COORDINATION AND MANAGEMENT” by RRRC office, Cox’s Bazar

4.7 Communication Mechanism at FDMNs camp

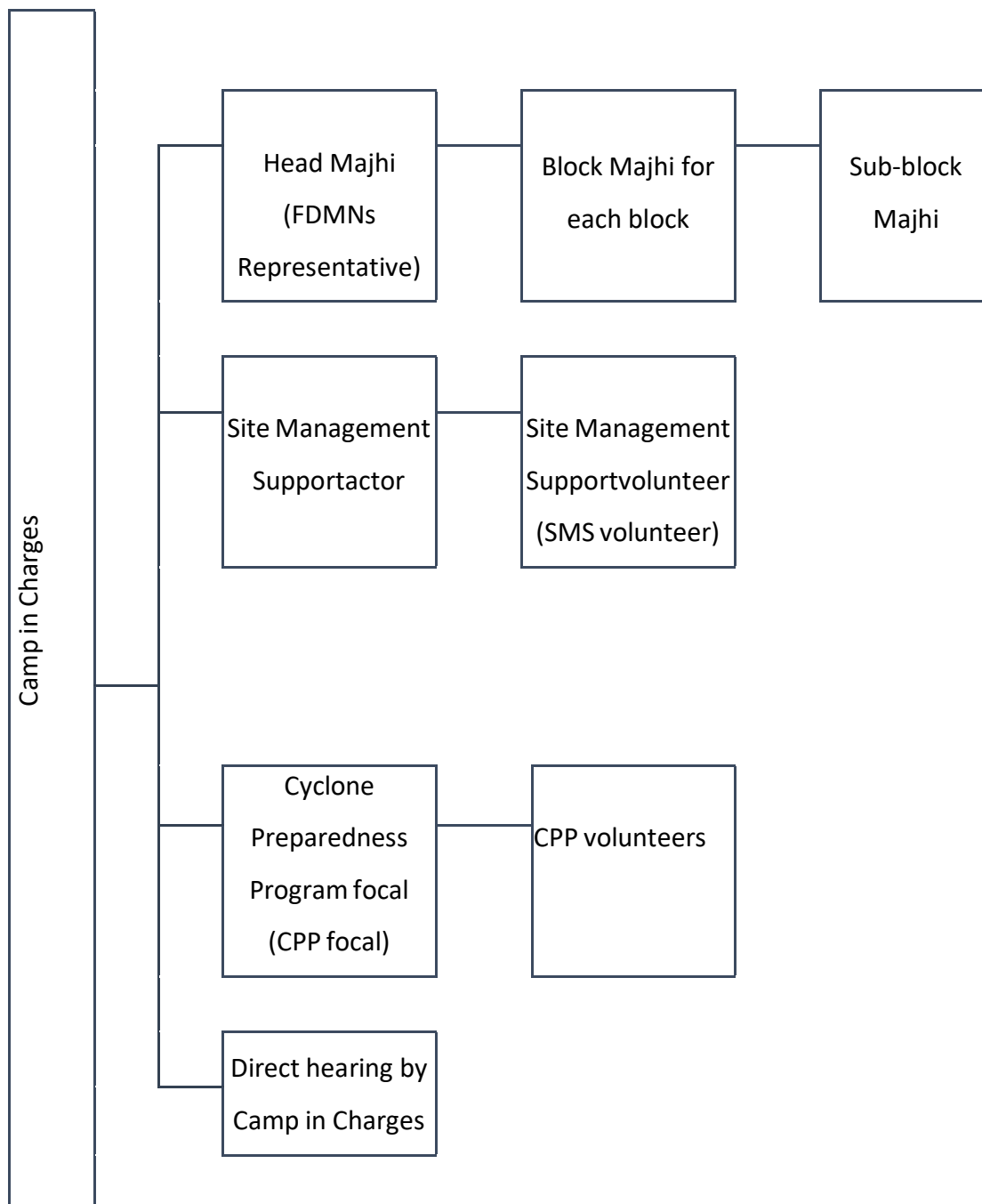


Figure-17: Communication Mechanism by Camp level authority at FDMNs camp

Source: A PowerPoint presentation on “Forcibly Displaced Myanmar Nationals (Rohingya) CAMP ADMINISTRATION, COORDINATION AND MANAGEMENT” by RRR office, Cox’sBazar

4.8 RCM may be significant in coordination issue

According to the operational context and the size and length of the response, certain features of the RCM may be less or more significant. The refugee coordination

model (RCM) issued by UNHCR in December 2013 provides a framework for leading, coordinating, and delivering refugee operations. It articulates and consolidates coordination practice intending to receive the best possible protection and assistance and addresses the situation where large-scale responses require UNHCR support and that of international humanitarian actors.

Features of RCM:

- b) Outline UNHCR's role and responsibilities in refugee operations and mixed displacement situations.
- c) It provides an inclusive platform for planning and coordinating refugee operations.
- d) It clarifies modes of coordination within broader humanitarian coordination structures, including the IASC cluster system.

The coordination of international protection, assistance, and solutions is central to UNHCR's refugee mandate and derives from the High Commissioner's responsibility to ensure international protection for key points (3 people of concern) to UNHCR from the time they become refugees or internally displaced people (IDP) until they find a solution, whether they live in urban or rural host communities or camps, with other refugees and internally displaced people, with other populations affected by humanitarian crises, or in non-emergency settings.

The Refugee Coordination Model (RCM) provides the model for leading and coordinating refugee operations. It sets out our shared duty to refugees, an integrated humanitarian vision, and responsibilities.

Together with the UNHCR-OCHA *Joint Note on Mixed Situations: Coordination in Practice* (2014), the RCM sets out a framework and principles for responding to refugee and mixed situations. UNHCR is accountable for coordinating refugee responses as follows:

- i. Preparedness makes sure that joint risk analyses are prepared and that, where necessary, joint preparedness plans and actions are completed.

- ii. Protection strategy. It guides the development of a comprehensive refugee response, drawing on the contributions of partners.
- iii. Resource mobilization. It coordinates immediate and ongoing inter-agency funding appeals. It seeks support from pledges made at the Global Refugee Forum and other relevant fundraising forums.
- iv. Sectoral set up:
 - a) It determines whether current government-led or interagency coordination mechanisms (including clusters) can be adapted to address the needs arising from the refugee influx within UNHCR's accountabilities.
 - b) Where necessary, it establishes sectoral coordination mechanisms, with government counterparts where possible; to lead sector-specific needs assessments, planning, monitoring, reporting, and information management, within and across sectors at the national and sub-national level.
 - c) It leads the refugee protection working group, ensures protection concerns are reflected in the work of other sectors, and ensures that refugees and host communities participate in a manner that is sensitive to age, gender, and diversity.
 - d) It ensures those other sectors and their leadership, including leads from other agencies, have appropriate expertise, experience, and operational capacity to be accountable for the quality of the refugee response. The UNHCR representative maintains a direct line to the government on refugee issues.
- v. Coordination forum. Where appropriate, it establishes a national coordination forum, if possible co-chaired by the government, to support the overall refugee response.
- vi. Information management. It builds or strengthens information management, including through contributions by other agencies.

The RCM is applicable in all refugee situations and throughout a refugee response, whether the emergency is new or protracted, and whether refugees are living in camps, rural areas, urban settings, or mixed situations.

According to the operational context and the size and length of the response, certain features of the RCM may be less or more significant.

The Refugee Coordination Model (RCM) is the basis for leadership and coordination of refugee campaigns; it is a statement of both our shared duty to refugees and a unified human vision and individual responsibility. Together with the UNHCR-OCHA joint note on mixed situations, the RCM provides the frameworks and policies through which communication should be communicated in a disciplined and mixed situation.

The combination of international protection, assistance, and solutions is inherent in the UNHCR Refugee Order and conduct from the accountability of the High Commissioner to ensure international security. When a person becomes a refugee, he or she stays in civic or rural host communities or camps until a solution is found, with Internally Displaced Persons (IDPs) and other communities affected by the humanitarian crisis, or in non-emergency situations.

Refugee Response Coordination

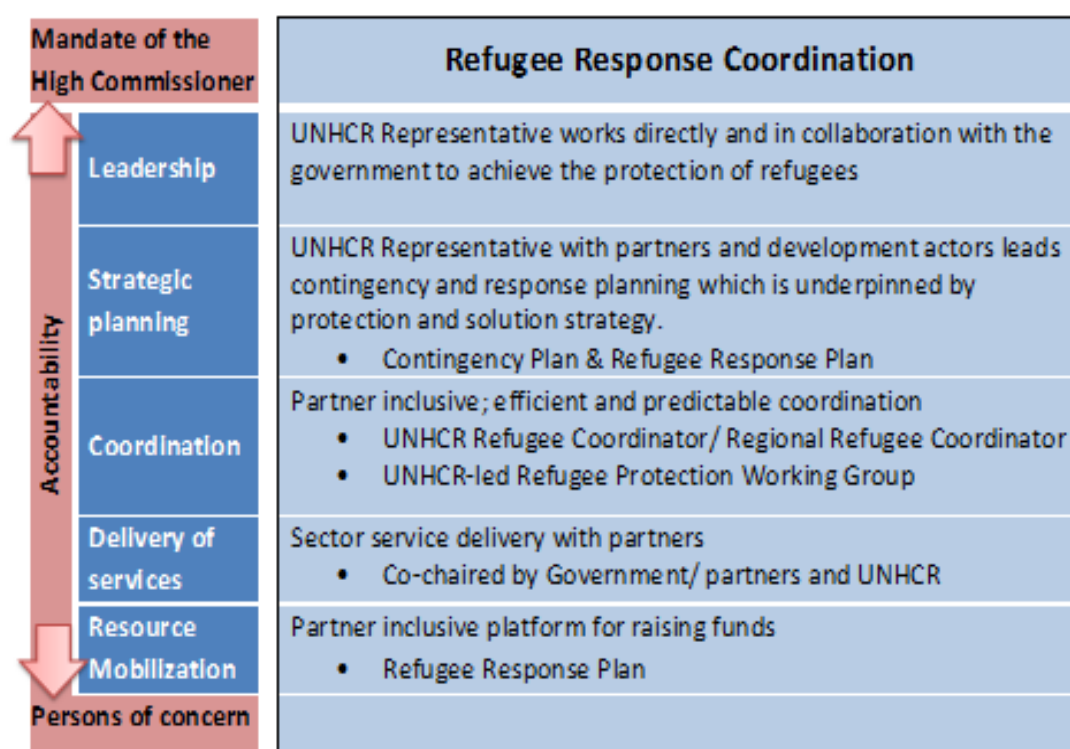


Figure-18: UNHCR guided Refugee coordination process

UNHCR deals with a number of variables in refugee management. The following is a list of these variables and their types of work. In this case, the company adopts different methods due to different levels of events.

Coordination Mechanism	Refugee system	Cluster system	Development system
Accountability Line	Reports to the high Commissioner for refugees, who reports to the General Assembly	Reports to the emergency relief coordinator who reports to the Secretary General	Reports through the chair of the UN Sustainable Development group (Deputy Secretary General) to the Secretary General
Leadership	UNHCR representative	Humanitarian Coordinator	Resident Coordinator
Inter-agency strategic planning	Refugee response plan/ Inter-agency country operation plan	Humanitarian Response plan (HRP)	UN country team, UN development action framework (UNDAF)
Inter-agency Coordination	Multi sectoral coordination sectors and Refugee protection working group	Inter-cluster coordination cluster	Program management team Thematic working group
Resource Mobilization	Bilateral funds, UNHCR funds, CERF/UNDAF funds and other joint program funds	Central emergency fund Country based pooled funds	Bilateral development funds UNDA Funds and other joint program funds

Table-7: RCM Coordination process

4.9 Conclusion

The main purpose of this chapter is to give a brief overview of the organizations working with FDMN and to shed light on the scope of their work. In order to do this, an attempt has been made to give a brief picture of the activities of the Government of Bangladesh and international agencies, donor agencies and human rights organizations. What they are doing, how they are doing is also briefly highlighted. Their work has changed step by step since the Rohingya Influx in 2016. At first the RRRC office and the Cox's Bazar district administration handled all matters. Then the

Bangladesh Army was added to build a shed for them. Gradually, various domestic and international organizations were added and the role of the army began to diminish. Now, besides providing food, medical and sanitation facilities, international companies are also doing construction work.

CHAPTER 5: PRESENTING DATA WITH PROFOUND ANALYSIS AND EXPLANATION

5.1 Introduction

Inter-departmental coordination is impacted by the formal division of labor, participation, and resources examined in this chapter. In order to achieve this goal, it is critical that all of the departments involved in the crisis management of the Rohingya people work together cohesively. Following that, we'll examine the roles and effects of interdepartmental coordination on the division of work, direct supervision, participation, resources, and informal communication. This chapter also includes examples of the challenges that officials had in working together in the camps. In this chapter, we've done our best to give information that is free of personal prejudice. Due to the omission of the researcher's perspective, or remark, the study is incomplete. In this part, only the interviewer's statements are included. In this way, establishing the validity of the study will be a lot simpler.

5.2 Dependent Variable: Significance of coordination

At the community, municipal, local, state, national and even worldwide levels, disaster coordination and collaboration across public and commercial sector agencies and groups has become more important (Ross Prizzia, 2008:76). Because the Rohingya management process in camps comprises several departments, implementation responsibilities are divided among them. There is interdependency among the departments concerned because one department's activity affects others' actions. Failure to coordinate causes a lack of harmony in the supplied functions, resulting in implementation delays and, as a result, missed deadlines. As a result, policy functions take longer to implement, resulting in waste and higher implementation costs. Worse, individuals suffer unnecessarily when implementation is delayed. The magazine stated, "When it comes to the necessity of synchronization (International Journal of Medical Reviews: 2015: 273)

“ Coordination is defined as a set of actions taken by two or more organizations to address a set of problems or difficulties. Coordination between two or more organizations is, in fact, a process of developing and executing plans and policies to accomplish joint objectives. ”

Almost all respondents agreed on coordination on the Rohingya issue. They think that on such a big issue like the Rohingya issue, there must be coordination among those involved. It is also a matter of the image of the country. If Bangladesh and international organizations show any weakness here, it will tarnish the image of the country. According to them,

“ There is multi-sectoral involvement here. So there has to be coordination here. The matter is very urgent and sensitive. Government departments are trying to prove their competence in any job without understanding everything. Because, if there is any personal or official laxity in coordination here, he must face punishment. Fearing this, they are coordinating with everyone. Moreover, if they face any punishment, their promotion and other benefits may be stopped in the future. However, the official responsibilities of NGOs, INGOs, or international organizations like the government departments of the country are not clear. Although they are very professional in providing humanitarian assistance.”

While searching for the subject of coordination, wonderful information was found. Although there are many government and non-government organizations working here, no coordination meeting is held with all the actors. Government high-powered committees are largely staffed by government officials, with no UN agencies or NGOs represented, where UN agencies, NGOs and INGOs have a huge role in FDMN management. Although their coordination meetings are very important, they do not include representatives of government departments. As a result, although there is a separate coordination meeting of government and non-government organizations, there is no coordination meeting in the presence of both of them. One respondent lamented that,

“ It is a wonder that there is no coordination meeting of all the organizations involved in such a big issue. They are all holding coordination meetings separately. As a result, it is normal for the coordination process to be disrupted.”

An analysis of the data gathered reveals that between January 2018 and June 2019, the RRRC office and the ISCG held coordination meetings every month. The majority of the decisions made at these meetings have been implemented. ISCG discusses various issues in their sector, where issues of their success and problems come up. Since the Rohingya are provided with daily necessities through inter-sector, there is no scope for delay. Speaking in this context, a government official said that

“ Our department has been participating in every coordination meeting. Most of the decisions taken in the meetings are implemented at the right time as the agenda is adopted in terms of reality.”

In most of the coordination meetings, the appropriate representatives of the concerned organizations were present. However, in the case of NGOs, they have not been able to settle many issues in the meeting. This was especially the case with international organizations. They sometimes suggested seeking a decision from Dhaka or their headquarters. This would have delayed coordination. According to the government official,

“ International organizations often do not make immediate decisions on even minor issues. They sent a letter to Dhaka to decide on the matter. If he was not satisfied with Dhaka's reply, he contacted the headquarters. This wastes a lot of time and headquarters.”

According to most NGO representatives, UN agencies are very satisfied with the Rohingya coordination process in Bangladesh. Although they worked with refugees in many countries, they did not see such harmony among those involved. This has been made possible by the Bangladesh government. According to them,

“ The UN agencies are very pleased with the coordination initiative taken by the government of Bangladesh. Or maybe they have not seen such a wonderful combination in other countries. Due to inter-departmental relations between government departments, there is sometimes incoherence between them.”

According to some, NGOs attend government meetings, especially in RRRC offices, but they do not want to present much, because they think they have a separate forum. Attending this meeting is just a rule for them. So they don't want to present all the issues here. Again, in many cases, they suffer from inferiority complexes over whether they will be evaluated. Commenting on the matter, an NGO representative said,

“ Although NGO representatives are present at RRRC office meetings, they do not feel comfortable discussing all issues here as they have separate forums. There are separate meetings of government departments, ISCGs, and sectors, which disrupt the overall coordination issues.”

5.3 Independent Variables

5.3.1 How does 'Formal Division of Labor' play role in coordination process

The formal division of labor is thought to be crucial in guiding organizations toward guaranteeing coordination in their activities. When behavior is formalized, everyone becomes aware of what must be done in a given situation; specialization determines who will do what, when, and how. (Mintzberg, 1979:83). The concept of division of labor has been around since the beginning of civilization. In Plato's *Republic*, the origin of the state lies in the natural inequality of humanity, which is embodied in the division of labor: (Plato, *Republic*, Penguin Classics ed., p. 103)

“ Well then, how will our state supply these needs? It will need a farmer, a builder, and a weaver, and also, I think a shoemaker and one or two others to provide for our bodily needs. So that the minimum state would consist of four or five men...”

When it comes to getting things done, the Division of Labor is essential. Without it, no major project, no matter how small, will be a success. A department's ability to perform its duties in a timely manner depends on the extent to which it is aware of its duties, which is based on the extent to which it is aware of its responsibilities.

The following is a job description for each participant, including their duties. When asked to discuss and clarify their beliefs on the relevance of division of labor in

guaranteeing coordination, the respondents offered these views. According to an NGO official, functions are not clearly defined when there is no division of labor. Poor coordination is caused by a lack of function-specificity. According to a non-governmental organization (NGO) responder,

“ Division of labor is more important because it allows each employee to properly accomplish their allocated responsibilities, resulting in better coordination. The question is whether or not there is a division of labor.”

He further said that, many have no previous experience of working in Rohingya camps. So they spent a lot of time understanding their work at first. Moreover, the language of Cox's Bazar district is completely different from other parts of Bangladesh and a bit strange. However, the language of Chittagong-Cox's Bazar has a lot in common with the Rohingyas, so the locals can easily communicate with them. But people from other districts work in the Rohingya camps but cannot communicate well with them because they do not understand their language.

“ The concerned agencies are in a kind of darkness as there is no clear policy on work allocation. They are doing all the necessary work, but they do not know what their main job is. That's why they have to work with floating ideas. Moreover that, many people are stumbling to work because they do not understand the regional language of Chittagong.”

'How does a lack of division of labor influence coordination?' was the query. When departments complete allocated duties in accordance with the division of labor, coordination occurs. This is because the division of labor not only defines the boundaries between functions, but also the time and method in which they must be completed. As a result, the reason for coordinating through division of labor is that it explains the roles of all parties involved. If there is no proper distribution of work among the concerned, one of the various problems is duplication of work. Because many organizations conducting humanitarian activities here. One of the respondents stated that,

“ When there is a lack of division of labor, it is impossible to avoid issues in determining who does what; as a result, duplication of activities and efforts arises. Such a situation costs more money to implement the project and at the same time a lot of time is wasted.”

Another respondent thinks that there are so many organizations working on the Rohingya issue that it is difficult to determine their tasks. For this reason, it will not be easy to divide the work of each organization separately. About 200 NGOs / INGOs are working on 1200 projects in the Rohingya camp area. Moreover, a number of Bangladesh government agencies are involved in the work here. So there is a great deal of work going on here with GO / NGOs. According to him,

“ Due to a lack of a defined division of labor, I am uncertain of my actual roles and responsibilities in inter-departmental operations. Moreover, there are so many organizations working here that it will be difficult to determine their tasks. At the local level, 80 INGOs and 100 local NGOs are working to implement 1206 projects in 12 sectors.”

Many interviewees feel that letters are sent daily from the superior office to the local offices with various instructions. There are many issues that are unclear, like budget allocation, and not having a timeframe is significant. As a result, it is difficult for local departments to implement these programs. But even then, they do all the work without knowing much. Many of them later faced audit objections. The following is what the local officers had to say about it.

“ In a letter from the Ministry of Disaster Management and Relief, I was urged to take the required actions to deal with COVID-19. In this case, the instructions are to organize a committee with the necessary number of members. However, it remained unclear who was responsible for what.”

According to the respondents, a lack of division of labor has resulted in role ambiguity within departments, resulting in a lack of inter-departmental cooperation.

Inter-departmental relations can also play an important role in Rohingya management. Many government agencies are working here to maintain law and order. Because law and order situations are often disrupted here in one way or another, and that's normal, because there are a lot of people living in small places. Minor thefts, fights, and drug-related crimes are being organized in the camps. And the law enforcement agencies have to take immediate action to prevent them. Because, in this situation, there is no chance to delay. Therefore, if there is no coordination among all law enforcement agencies, it will be difficult to control the situation. He went on to say,

“ At night in a camp, there was a brawl.” My commanding officer from the district contacted me and told me to handle the problem as swiftly as possible in coordination with APBN. In an emergency, he claims, I went to the location with APBN. When I arrived, however, I discovered that the patrol police had already taken control of the situation. As a result, there was no reason for us to go there.”

According to one of the INGO representatives, the government's lack of proper policies is a key impediment to collaboration. Despite the fact that the duties are broken down into huge chunks, they are not detailed at the micro level. As a result, there is overlap at work. For example, after one NGO begins a project in one location, it is discovered that another NGO has begun the same project in the same location. As a result, a project is altered, because it is impossible to implement two projects at the same location. The major issue is that donor-approved projects are difficult to modify. It takes a long time to persuade people of your point of view. Even if it is later approved, the work must be performed within the time frame. The quality of the work is likely to suffer as a result of this.

“ There is virtually no clear division of labor among the actors. There is sector-wise coordination between NGOs and INGOs.”

Many respondents feel that work is overlapping due to lack of coordination in some cases. An NGO respondent said that,

“ Many projects are becoming overlapping due to a lack of division of labor. Many times, multiple NGOs take up projects in the same place. Then when the matter is caught, a project has to be left and the rest has to be left out. Changing them without permission from donors creates complications. Many times, they are canceled or implemented too late. ”

5.3.2 ‘Direct Supervision’: An important elements of coordination

Supervision is the process of directing, guiding, and controlling a work force in order to ensure that they are operating according to plan and on time. Furthermore, they are receiving all feasible assistance in completing their allocated tasks. In management, supervision is defined as "supervising subordinates at work with authority and the goal of guiding employees if they are doing anything incorrect." "Supervision" is made up of two words: "super," which means superior or extra, and "vision," which means sight or perspective. In commercial organizations, there are "supervisors" and "subordinates." M. S. Vitoles defines supervision as "the immediate, direct instruction and control of subordinates in the performance of their jobs." As a result, supervision is concerned with the subordinates' direction, guidance, control, and supervision. In this regard, a respondent expressed his opinion in this way:

“ Despite the formation of a joint working committee for the repatriation of Rohingyas, according to him, no resolution could be implemented.” Furthermore, the committee has only met once, and meetings are no longer held on a regular basis. This is happening as a result of a lack of coordination. As a result, the Rohingyas' repatriation has become uncertain. ”

Lower-level management or first-line supervisors are responsible for managing the work of operative personnel, while middle and upper management are responsible for overseeing the work of their subordinate management members. However, in the most common sense, supervision is concerned with leading and guiding non-management employees of the organization. According to the Toft Hartley Act of

1947 (USA), "supervisors" are those having the authority to exercise independent judgment in hiring, firing, punishing, rewarding, and doing other acts of a similar sort with respect to employees.

An NGO spokesperson remarked on the overall coordination of the Rohingya camp.

“ There is no direct supervision of a single organization, but there are several supervisors. A project performance report must be submitted to both the district administration and the RRRC office in order to assess the feasibility of any project's implementation and prepare a need assessment. ”

According to Vitiates, "supervision refers to the direct and immediate guiding and control of subordinates in the accomplishment of their work." Thus, supervision is concerned with three major managerial functions: direction, immediate guidance, and control. According to a local public representative, there was no direction, immediate instruction, or control. In this context, one of the respondents stated that,

“ If there is a problem someplace, after notifying one company to solve it, they may propose informing the other firm. Even after contacting the other department, they attempt to evade accountability because it is not their job, particularly in the case of a sensitive topic. A CNG-powered auto rickshaw thief, for example, was apprehended in the Ukhia camp area. The thief was a Rohingya Muslim. The wounded driver contacted the local APBN and requested a new address. They urged the local police station to report the incident and make a formal complaint. The local police station requested that they report the incident to the CiC. The CiC requested that the UNO investigate the case with the mobile court. The UNO stated that it was beyond his jurisdiction. As a result, according to the law, he has no right to intervene here. It has been learned that no action was ultimately taken in this regard. ”

Some respondents think there is a dual leadership in the Rohingya camps. One comes from the Bangladesh government, while the other comes from a UN body. Speaking on the occasion, an important respondent stated that,

“ Supervision is coming from two places: the government of Bangladesh and UNHCR. Locally, the RRRC office takes care of overall issues. The CiCs play a role in camp management on behalf of the RRRC. On the other hand, ISHCG monitors camp-level activities on behalf of UNHCR.”

Most of the respondents think that the Bangladesh government has formed several high-powered committees on the Rohingya issue. These committees have been holding regular meetings and working to implement the decisions taken. But nowhere is it said who will lead the whole issue. According to a respondent,

“ Although there are several high-powered committees on the part of the Bangladesh government, there is no mention of who is the direct supervisor.”

"There is no one best way to oversee," says R. Likert. Supervisory approaches that work well in some settings have poor results in others. "

Indeed, supervision is both a personal trait and a wise decision. In a given context, the techniques are established by the supervisor himself. His approaches range from one scenario to the next, from one job to the next, from one individual to the next, from one group to the next, and from one organization to the next. Under these conditions, it is difficult to select one of the three as the "best."

5.3.3 Why ‘Participation’ is mandatory in coordinating mechanism

First we will focus on some of the factors that are influencing Goals and Objectives of Participation (Oakley: 1991). At the beginning of the discussion we identify these factors and see how they affect participation.

Factor	Observations
Political Priorities	With participation, you might have a broad base of support, or a specific group of individuals who are eager to help, or a combination of both.

Agency Priorities	To save money and prevent risk, it is important to keep them in line with the preferences of present and future consumers.
Level of Controversy	Thinking creatively, consulting, and engaging important citizens' groups might enhance a tough decision or generate a deeper knowledge of it.
Reducing Risk Exposure	In order to "learn from the future as it arises," participation is essential.
Project Schedule	Involvement can help avoid delays caused by unanticipated debates or hurdles.
Environmental Justice Issues	In the United States, they are a legal necessity, but other cities should consider them because they impact the impressions of BRT.
Safety Issues	Citizens' intimate familiarity with their micro-environments might help them avoid expensive mistakes and even death.
Legal Requirements	Laws and regulations should include participation criteria to ensure that all organizations are subject to the same standards.

Table-8: Factors influencing Goals and Objectives of Participation

Participation is a very broad concept (Lane 1995) that means different things to different people (Hussein 1995; Kelly 2001). The term is often used by people with different ideological positions, who give it very different meanings (Nelson and Wright 1995). Pelling (1998) identified that participation is an ideologically contested concept that produces a range of competing meanings and applications. The result is a variety of views on how participation is defined, whom it is expected to involve, what it is expected to achieve, and how it is to be brought about (Agarwal: 2001).

An interviewer thinks that although many organizations are working on the Rohingya issue, the presence of public representatives is nowhere to be found. He thinks that the presence of the people's representatives is essential in this case. According to him, the nature and solution of the problem cannot be revealed without doing this. According to him,

“ The CIC office, UNO office, local police station, or any other law enforcement force did not include local people's representatives in the Rohingya issue. As a result, even as a people's representative, we do not have the opportunity to talk about our area. No other department or organization has the opportunity to know more about local issues than us. ”

From January 2018 to June 2019, separate meetings of the RRRC office and the ISCG were held on a regular basis. Where UN agencies or NGO representatives are not present, the RRRC office holds CiC coordination meetings and law enforcement discussions on Rohingya matters. Government agencies are not represented at the ISCG's monthly meetings, which are mostly attended by non-governmental organizations (NGOs). This meeting is co-chaired by UNHCR, UNICEF, and IOM. Regarding this, one of the respondents opines that,

“ Meetings of the RRRC office and ISCG have been separately held regularly from January 2018 to June 2019. The RRRC office holds CiC coordination meetings and law enforcement meetings on Rohingya issues where UN agencies or NGO representatives are not members. Government departments are not represented at the ISCG's monthly meetings, which are mainly attended by NGO members. UNHCR, UNICEF, and IOM are the co-chairs of this meeting. ”

According to some respondents, although representatives of government departments at the coordination meeting can make quick decisions on any issue, there are often exceptions in the case of the private sector. They often keep the decision pending under the direction of the higher authorities. An interviewer said that,

“ Although GO/NGO bodies are present at the NGO coordination meetings, in some cases, the UN agencies are unable to make immediate decisions on many minor issues due to a lack of proper representation. They suggest bringing instructions from Dhaka or Geneva, which disrupts the coordination between the actors.”

Although the designated officer is present at the meetings almost all the time, he does not speak at the meeting if the lower-ranking officer is present occasionally. He attends meetings to protect his organization from absenteeism. In this case, he is unable to express an opinion on any issue or have a clear understanding of all the issues in his office. In this context, one might say that

“ In coordination meetings often attended by designated officers. However, the occasional presence of lower-ranking officials makes it difficult to discuss and decide.”

Many think that the Rohingya issue is sensitive and everyone participates here spontaneously. According to them, if anyone shows a little relaxation here, they will be in extreme danger. That's why everyone here is in a serious role. One of them commented on this,

“ The Rohingya issue is highly sensitive to any national and international considerations. This is a positive aspect in terms of coordination. There is no relaxation in anyone. Everyone here is serious.”

Social, cultural, and historical barriers may prove extraordinarily difficult to overcome, particularly when it comes to the matter of who participates. Women, ethnic minorities, the illiterate, and other marginalized groups will require measures to alter cultural norms that confine them to the margins.

5.3.4 How does 'Resources' can make smooth coordination

Coordination, as previously said, is a result of interdependence. As a result, the degree to which coordination across departments is achieved is determined by how

quickly funds are released by the department in charge, as the prompt flow of funds motivates others to act.

When questioned about the importance of financial resources in maintaining coordination when many departments are engaged in policy implementation, respondents answered that financial resources are essential. Funds must be released in a timely manner and in sufficient amounts to ensure efficient and coordinated operations. However, in addition to enough money, timely release of funds is a key component in guaranteeing camp coordination, as indicated by the fact that when questioned about the relevance of such aspects, the majority of respondents responded in favor of timely funding. This is due to the fact that money is allocated in line with the needs of the project that has been authorized by the relevant authorities. As a result, late delivery of cash is a major impediment to cooperation.

A lot of respondents believe that allocating public or private funds at the appropriate moment can be difficult. Because there are certain technical challenges that are delaying the project's execution. This might be an issue of domestic policy or an international law practical difficulty. One person stated in this regard,

“ For various reasons, in many cases, adequate allocation is available but it cannot be disbursed at the right time. This may be due to the NGO's not being able to meet the donor requirements or not getting the approval of the administration. ”

According to some respondents, although the Bangladesh government has allocated adequate funds for Rohingya management, there is a shortage of resources locally in some places. According to them, private or international organizations are self-sufficient, but there is some inadequacy in government departments. A respondent expressed his views in this regard.

“ Although financial resources and skilled manpower are not key components, private or international organizations are self-sufficient. There is some inadequacy in government departments. According to the manpower structure, there is a lack of skilled manpower in UNO offices and CiC offices. ”

Many foreign nationals have been involved in the Rohingya issue. Citizens of many countries are working here, who are communicating with each other mainly in English. In this situation, the officers of Bangladesh or their subordinates are not able to communicate with them smoothly due to linguistic complications. According to a respondent,

“ Many local and foreign organizations are working on the Rohingya issue. Citizens of many countries are working in international NGOs. The people of this country lack the linguistic knowledge to communicate with them. Many do not speak or understand English well. This can also create some complexity in terms of coordination. ”

Many feel that there is a lack of skills among the lower echelons of government departments. They are not qualified to take on the responsibility of coordination. Moreover, many of them don't have technical knowledge. Many of them do not have the skills to check and reply to any mail in an emergency. However, each office has one or two skilled employees. Everyone depends on them for any work they do. In the absence of skilled people in the office, no urgent formal or informal communication can be done. One commented on this

“ Correspondence of all government and non-government departments is done through lower level employees. Many of them are not skilled in the use of information technology. Many do not have the knowledge to check and reply to mail in case of emergency. ”

However, not everyone thinks that there is a shortage of resources. They think that the Bangladesh government and international organizations are providing adequate resources. They also said that almost all the government departments employed by the RRRC office are given some kind of monthly honorarium. They are being provided with skilled manpower, transport fuel, internet facilities, and everything. So they have no shortage of resources here. According to them,

“ The Rohingya camps have adequate financial and logistical resources. There are various logistics to consider, such as the required number of vehicles, electronic devices, and internet access. There is no shortage of any resources.”

Many times again many feel that it is not possible to spend the money allocated for policy issues. In this context, a respondent said,

“ Many times, financial resources cannot be discharged due to a lack of proper policy. At the very first time of the Rohingya influx, although individuals and organizations donated large sums of money to the Deputy Commissioner's Relief Fund, it took some time to distribute it among the Rohingyas due to a lack of proper directions from the authorities.”

5.3.5 'Informal Communication' is a great influencer in coordination

For inter-departmental functions, departments can learn about one another's viewpoints without having to sign a formal agreement by conducting informal contact. When it comes to upazila policy execution, informal communication refers to ties and networks between the many agencies involved. This information can be shared with others in person, via phone, via lunch meetings, or in any other way that is judged most convenient. There is a difference between formal and informal communication, but there is also a difference between the two types of communication.

Although informal communication is an important aspect of coordination, some people think that it is not very common in Rohingya camps. Everyone tries to be cautious as the matter is sensitive. It makes them wonder if providing any information poses a threat to them or disrupts state security. Or whether any information ends up in the hands of an uninvited person is a concern for them. An informant thinks that

“ Informal communication is not very common among actors in a service dynamic. This kind of communication sometimes takes place between law enforcement agencies regarding security issues only.”

Many people think that it is a little time consuming to coordinate any subject with formal communication all the time in such a huge activity. If there is mutual informal communication, any information can be easily exchanged and coordination will be expedited. Or many important tasks may be delayed. According to them,

“ Due to a lack of informal communication between the engaged actors, the process of exchanging information among themselves is being completed slowly.”

Many feel that a major obstacle to informal communication is the heavy workload of government officials. They are busy with various activities almost every day. At various meetings every day, the VIP protocol keeps them immersed in their work. They have to work day and night, even on holidays. According to them,

“ In many cases, government departments cannot concentrate on the Rohingya issue properly due to their daily routine work. Many departments have to work day and night, especially the district administration. Upazila administration work volume is much higher.”

5.4 Major Challenges of Coordination identified by the respondents

One of the questions addressed was whether the respondents experienced any coordination issues with other authorities in charge of other departments while working on the Rohingya management issue. Some of them acknowledged that establishing coordination while working with other officials was a challenge. In addition, in response to the question of what key obstacles they had in guaranteeing cooperation, they mentioned certain issues. These are shown in the below.

a. Lack of proper policy regarding the functioning of organizations

When it comes to inter-departmental actions, coordination occurs when departments carry out their responsibilities appropriately. What is the level of coordination when there is a lack of function segregation between departments? All agencies are attempting to maintain the Rohingya level of existence. Because the Rohingya problem is one of the most sensitive issues in the world, there is a lot of pressure from both the United States and the rest of the world. Some work on infrastructure, while others focus on law and order, while yet others work to protect their basic rights. However, no policy for labor division has been established between them. As a result, while everyone operated on the basis of demand, there was no policy dictating it. As a result, it is impossible to determine whether the job is progressing as planned or whether it is lawful.

b. Lack of collaboration

When various departments are involved in policy execution, ensuring coordination is primarily dependent on how polite and punctual the officials involved communicate with one another. In the case of the camps, according to some respondents, there is a noticeable absence of spontaneous interaction among the administration departments. As a result, problems with coordination occur.

c. Officer dualism in command

Due to the existence of a dual authority structure in terms of control over officers, which implies that one servant serves two masters, the issue of coordination in Rohingya camps has gotten worse. What is the impact of this duality on coordination? Officers at the upazila level must follow the orders of their respective district department heads, and they also operate under the supervision of the CiCs, UNO, whose main responsibility is to coordinate the camps' activities. UN agencies can also give guidance. Coordination challenges arise when two levels of authority send orders for the same function at the same time, according to the study. In this case, detectives have a difficult time deciding who to pursue. As a result, Karim is accurate in observing that authorities are in a difficult situation (Karim, 1991: 53). Officers are hesitant to apply the manual's charter of duties because they are fearful of upsetting departmental superiors who may disagree with the government's

decentralized administration model, according to Husain (1985) and Mannan (1984). (cited in Ahmed, 1991: 30). Administrative efficiency diminishes as a result, and service delivery suffers as well (Zafarullah and Khan, 1989: 19).

d. Lack of proper functioning of the committees

Committees are essential as fundamental tools of coordination to ensure that the actions of numerous departments are coordinated. When it comes to ensuring committee collaboration, exchanging information is at the center of the process. Information is offered on a range of issues when the committee meets to discuss various problems, such as who is doing what, who is having what difficulty, who needs what, and so on. As a consequence, the efforts of a group of people assigned to distinct roles are coordinated toward shared goals. Thus, the amount to which committees establish coordination is primarily decided by how frequently they meet, how many members attend, how often they bring up concerns in meetings and participate in discussions about such topics, and how effectively they interact and are respectful of others' difficulties. Despite the presence of committees to guarantee upazila coordination, district coordination is not successful due to the committees' ineffectiveness in establishing coordination across departments. On December 14, 2020, the government formed the National Committee on Coordination, Management, and Law and Order of Displaced Myanmar Citizens. According to the rules and conditions, the committee must meet every three months. The National Committee on Coordination, Management, and Law and Order of Forced Myanmar Citizens conducted its first meeting at the conference room of the Ministry of Home Affairs on January 6, 2021. On October 21, 2021, the third meeting was held. As a consequence, the meetings took place when they were supposed to. This study supports the hypothesis that an upazila's committee structure has concerns with members' attendance at meetings (Houqe et al., undated, cited in Ahmed, 1991: 34). Furthermore, heated relations among various groups of officials, as well as between officials and representatives of the people, have prevented fruitful discussions (Ahmed, 1991: 34). As a result, coordination has remained a major challenge, as successful coordination requires efficient committee functioning.

e. Ignorance of the regulations

Aside from a lack of rules, certain authorities have a tendency to break them. As a result, according to some respondents, the duties assigned to them are carried out according to their preferences rather than the regulations. Because of their contempt for the rules, problems arise during the execution of functions, resulting in a lack of function coherence and coordination.

f. Inadequate skilled and sufficient human resources

Coordination happens naturally when the needed number of officers with the relevant talents and knowledge are present, and the duties given to them are adequately carried out. How are interdependent duties carried out in a coordinated way when there is a dearth of educated and sufficient officers? Due to a serious shortage of competent officials, inter-departmental duties are carried out without the necessary coordination in an upazila.

g. Discrimination among government employees

Officers, regardless of rank or status, are supposed to be treated equally. There is a disparity in the privileges afforded to generalist and specialized officials in the upazila. The UNO, who is a generalist officer, has a superior status and is more privileged than other specialized officers. CiCs might be more senior than UNO at times. As a result, there are certain coordination issues. The study discovered that these circumstances have caused unhappiness among the latter set of officers, which has resulted in a lack of collaboration among them. As a result, there are challenges in coordination.

h. Lack of loyalty among the coordinators at the camps

There is a leader in teamwork with an inter-departmental function. Team members should obey their leader's directions, and the leader should show respect to his or her subordinates. The UNO is supposed to be a leader in the upazila because he is in charge of organizing the upazila's numerous functions. The United Nations Organization is in charge of the upazila (UNO). There is an AC Land, Upazila Assistant Land Officer, working there. The CiCs run the Rohingya camps under a distinct administration structure. The agencies that work here include the LGED, Public

Works Department, Department of Public Health Engineering, Health and Family Planning Department, and Education Department. Officers in charge of separate departments, on the other hand, are more loyal to their own departmental leaders at the district level than to the UNO. The more devoted a person is to the department head of the district, the more likely he is to succeed in his service career. Officers who behave in this manner demean the UN and the CiC, as well as contributing to a lack of collaboration. As a result, there are challenges with coordination.

i. Inadequate inter-departmental coordination

Because information is conveyed during interaction, and communication leads to cooperation, interdepartmental interaction is viewed as critical. However, due to a lack of suitable links across departments in camps, critical information is not conveyed. As a result, there are problems in cooperation among them.

5.5 Conclusion

The goal of this chapter was to look at how formal division of labor, resources, and informal communication impact inter-departmental coordination and how they alter it. According to data analysis, the success of inter-departmental operations, such as policy implementation, may be attributable in large part to coordination. The results also show that inter-departmental cooperation is heavily influenced by the formal division of labor, resources (financial and manpower), and informal communication. Furthermore, data analysis shows that due to a lack of formal division of labor, timely disbursement of money, qualified and adequate officials, and frequent informal contact among the departments involved, maintaining inter-departmental coordination in an upazila has become an issue.

CHAPTER 6: SIGNIFICANT FINDINGS AND CONCLUSION

6.1 Introduction

The purpose of this chapter is to present and discuss the study's findings before coming to a conclusion. This chapter focuses on the following components of the research: What were the goals of the project? What theories and methodology is used here? What was discovered, and which hypotheses proved to be the most useful? How and to what degree may our findings be applied to other situations? What conclusions may be drawn based on such evidence? And how might this research be utilised in future studies?

6.2 Review of the study's objectives, theory, and methodology

The major goal of this study was to examine how the Bangladesh government and foreign organizations handle the enormous number of Rohingya individuals, as well as how collaboration occurs across departments. Inter-organizational collaboration among departments participating in Rohingya camps in Bangladesh's Ukhiya and Teknaf Upazila is also examined in the study. The research will take place from January 2018 through June 2019. Given that coordination is the result of a complex interplay of factors, coordination difficulties were investigated and identified in this study, as were the elements that affect coordination and the factors that govern how much coordination is accomplished. This was accomplished through the use of a qualitative method in this study. Formal and informal divisions of labor, as well as resources, were used to define and measure coordination at the local level in Bangladesh.

6.3 Findings, based on the Statement of the Problem

This study has been identified as the first statement of the problem 'due to the lack of proper monitoring authority, the functioning of internal government agencies and international bodies is being disrupted.' Here our major findings are: Many committees have been formed by the government to deal with FDMN. The National Committee for the coordination, management, law and order of the FDMNs camp is headed by the Minister of Home Affairs. Another powerful platform is the National Task Force (NTF), headed by the Foreign Secretary. Another important committee is

the Executive Committee, headed by the Divisional Commissioner, Chattogram. The RRRC Office, Cox's Bazar, performs all issues on behalf of GoB. In a parallel DC office, Cox's Bazar takes care of law and order issues and monitors overall activities. The CiC offices locally are looking after the overall aspect according to the directions of RRRC. ISCG conducts sector-based service activities through various NGOs according to the guidance of UN agencies.

The second statement of the problem is that, along with the government of Bangladesh, UNHCR established a parallel separate camp management mechanism, which is creating procrastination at work. Here, the major findings are: Among the government agencies, the RRRC office operates under the MoDMR. And the CiC office works at the camp level under RRRC. ISCG is working under UNHCR and NGOs/INGOs are working under it. SMSA is working for the camp management under NGOs, which is basically under UNHCR.

The third statement problem is that UN agencies operate through the Ministry of Foreign Affairs and all other international organizations, NGOs, and INGOs through the Government's Bureau of NGO Affairs, which creates distance between international organizations. According to the respondents, the major findings are here: apparently, a gap is being created between the international organizations working through different ministries. That is why it is normal for them to have some distance when exchanging necessary information. As a result, time would be wasted in exchanging letters between the two ministries on any issue, which would not have been a problem if it had been done through one ministry.

The last statement of problem is that the project implementation activities are being delayed as the NGOs have to inform the RRRC office and the district administration, Cox's Bazar, about their project information at the same time. According to the country's customary law, NGOs are affiliated with the district administration. Since the Rohingyas are being managed locally by the RRRC office, they also have to oversee NGO activities.

The implementation of the NGO's project is being delayed due to coordination with two local offices.

6.4 Overall findings based on the Research Questions

Research Question	Major Findings
<p>1. Who are the main actors of the management of the Rohingya crisis? (Actors)</p>	<ul style="list-style-type: none"> • The government of Bangladesh is taking the lead in managing and coordinating the Rohingya, through which all the issues are being maintained. Bangladesh Police, Army, BGB, Ansar, RAB, Coast Guard are working to maintain law and order under the supervision of RRRC office on behalf of Bangladesh government. Similarly, local government bodies are working to improve the living standards of Rohingya. District Administration, LGED, DPHE, Civil Surgeon, District Education Office are working round the clock in this regard. • The Bangladesh Army played a very important role in the beginning of the large-scale Rohingya crisis in August 2016. Then they did the urgent work of providing them with food, shelter and medical care. They also have an admirable role in Rohingya registration. Gradually, the role of the army has diminished due to the involvement of various government and non-government organizations and international organizations in this crisis. • Fundamental rights such as food, clothing, shelter, education and medical care are provided by international organizations such as the UNHCR, IOM, UNICEF, WHO, WFP etc. As a result, this organization is also one of the actors in Rohingya management. • At the local level, 80 INGOs and 100 local NGOs are working to implement 1206 projects in 12 sectors, which have also become important actors in Rohingya management. • The RRRC (Refugee Relief and Repatriation

	<p>Commissioner) office under the Ministry of Disaster Management and Relief has been working as a leading agency for the government.</p> <ul style="list-style-type: none"> • The CiC (Camp in Charge) office is working at the camp level under the RRRC office. • UN agencies are working through the Ministry of Foreign Affairs. • Other international organizations, donor agencies, INGOs operate through the NGO Affairs Bureau of the Prime Minister's Office.
<p>2. How is the whole issue of Rohingya management being coordinated? (Process)</p>	<ul style="list-style-type: none"> • The 18-member Executive Committee meets once a month. This committee monitoring and evaluating of the overall activities related to the coordination, management and law enforcement. • The National Committee meets once every three months. This committee is basically coordinating all activities including maintaining law and order, management and repatriation of Rohingya. • The National Task Force (NTF) monitors the national strategy and oversees the influx response. At the district level, a District Task Force (DTF) monitors and coordinates on the ground, led by the Deputy Commissioner and includes ministries like MoHA, MDMR, MoCHTA, MoC and different line agencies like the NGO Bureau, BBS, ERD, LGD and the security and intelligence agencies. • ISCG organizes sector based meetings every month. NGO representatives are mainly present there and discuss various services and coordination provided to the Rohingya.
<p>3. What are the major</p>	<ul style="list-style-type: none"> • Government agencies are not fully aware of their

<p>challenges of Rohingya management about coordination? (Challenges)</p>	<p>work as the government does not have a division of labor policy.</p> <ul style="list-style-type: none"> • Not being able to choose who the real leader is. • Lack of informal communication between government and non-government organizations. • There is a kind of reluctance among all that the working government agencies have no accountability to any neutral authority other than their own line authority.
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Table-9: Findings based on the Research Questions

6.5 Overall findings according to variables

Proper coordination has been adopted as a dependent variable in this study. Several indicators have been taken to measure the proper coordination. 1. The number of coordination meetings held among the actors 2.Level of representatives in a coordination meeting 3. Decision-making implementation rate.

6.6 The major findings of Dependent Variables

In this case, I have collected information about the indicators from the interviewers. According to them, the issues that have come up are: a. Meetings of the RRRC office and ISCG have been held regularly from January 2018 to June 2019. b. The RRRC office holds CiC coordination meetings and law enforcement meetings on Rohingya issues in which no representatives from UN agencies or non-governmental organizations are present. c. Government departments are not represented at the ISCG's monthly meetings, which are mainly attended by NGO members. UNHCR, UNICEF, and IOM are the co-chairs of this meeting. d. ISCG decisions are based on immediate needs, and implementation rates are satisfactory. e. Although NGO representatives are present at RRRC office meetings, they do not feel comfortable discussing all issues here as they have separate forums. f. The employed agencies meet in separate monthly meetings based on the sector. g. No meeting is held with the members of the 12 sectors. h. There are separate meetings of government

departments, ISCGs, and sectors, which disrupt the overall coordination issues. The implementation rate of the decisions taken at the meeting is satisfactory.

6.7. Major Findings of Independent Variable

Now we will present the findings in the light of the statements and opinions of the respondents from Independent Variables.

A. Division of Work

The first of the independent variables in this study is the division of work. For the Division of work, we have collected data from the concerned government and private interviewers. The issues that have come up in the light of their statements and opinions are: There is virtually no clear division of labor among the actors. There is sector-wise coordination between NGOs and INGOs. The division of labor among government departments is not clear as they do not have specific policies. The lack of a precise division of labor among actors is creating incoherence. As a result, projects often overlap.

B. Informal Communication

Informal communication is not very common among actors to make the service dynamic. This kind of communication sometimes takes place between the law enforcement agencies regarding security issues. Due to lack of informal communication between the engaged actors, the process of exchanging information among themselves is being completed slowly. In many cases, government departments cannot concentrate on the Rohingya issue properly due to their daily routine work.

C. Direct Supervision

The government of Bangladesh and the UNHCR/IOM are the supervision authority at the same time. Although there are several high-powered committees on the part of the Bangladesh government, there is no mention of who is the direct supervisor. Locally, the RRRC office takes care of overall issues. The CiCs play a role in camp management on behalf of the RRRC. On the other hand, ISHCG monitors camp-level activities on behalf of UNHCR.

D. Participation

Although GO/NGO bodies are present at the NGO coordination meetings, in some cases, the UN agencies are unable to make immediate decisions on many minor issues due to a lack of proper representation. They suggest bringing instructions from Dhaka or Geneva, which disrupts the coordination between the actors.

E. Resources

Both financial and human resources act as influencers in coordination. Both financial and human resources act as influencers in coordination. There is not much shortage of financial resources. However, there are some procedural flaws in its implementation that create some complexity in the coordination between the actors. Implementation of delays is often due to proper policies. According to the manpower structure in government offices, there is a shortage of employees in some offices. Moreover not all staffs are proficient in judging different criteria. Some are inexperienced in the use of information technology; some are reluctant to do so. These issues can also create obstacles in the coordination between the actors.

6.8. Usefulness of theories used in this study

Henry Mintzberg's Coordinator Theory has contributed to a better understanding of the crisis management and coordination issues surrounding the Rohingya population. In order to develop a theoretical framework for describing and analyzing the issue of coordination at the local level in Bangladesh, attempts were made to establish a relationship between coordination and the factors that affect coordination (e.g., formal division of labor, informal communication, participation and resources). When it comes to investigating and solving coordination issues, the present study found that formal division of work, resources, and informal communication are all useful tools. Building cross-departmental cooperation relies on such components. Furthermore, due to the function of cultural compatibility in forming relationships across organizations, organizational culture was also a significant component in analyzing the issue of coordination. When it comes to promoting inter-departmental collaboration, cultural compatibility is crucial. Despite the fact that "organizational culture" is an essential aspect of integration, it was not

used as an independent variable in this study. This study was conducted without the inclusion of "organizational culture," yet it may have improved the results.

6.9 Future Research Implications

In short, despite the necessity of inter-departmental coordination across departments involved in policy and action execution, this topic has received little attention in many circumstances. At the local and national levels, there are different forums for groups to cooperate, but there is no consolidated forum. As a result, there is no suitable mechanism in place to centrally monitor and analyze all advice and activities. Due to a lack of integrated coordination between the operations of the organizations concerned, quality and quantitative surveys of all working areas are not achievable. In addition, this study employed combinations as both a conclusion and a method. Finally, the issue of inter-departmental coordination can be cited as an example of civil servants' highly individualistic approach to their respective functions, as it is driven by independent variables (e.g., formal division of labor, resources, informal communication, and resources) in ensuring coordination. As a result, policy implementation is slowed, time and resources are squandered, and quality suffers as a result.

However, by cutting down on the ideas, texts, and concepts employed, the current study allows for further investigation and promotes a more in-depth analysis of the research topic. Furthermore, a comparison study might be conducted to better comprehend the research topic. Because coordination is the consequence of several elements interacting, quantitative research can yield more interesting and meaningful results. The comparison research gives more detailed and context-based knowledge to the investigation, which may be utilized to reconcile the findings of future studies. Lotshampa refugees who have taken refuge in Nepal, which has been deported from Bhutan, have similarities with Rohingya refugees on a number of issues, including delays in the creation and repatriation of long-term refugees. Comparative discussions with Lotshampa of Nepal will further enrich the research.

6.10. Recommendations for better coordination

A. To the government of Bangladesh:

- To formulate a comprehensive policy on the Rohingya issue, where the responsibilities of all concerned agencies will be determined, in the absence of a coherent policy, they do not know exactly who is doing what, even if immediate steps are taken to resolve any issues that arise.
- The government officials posted in Cox's Bazar district and the two Upazilas concerned need to have a preliminary orientation on Rohingya issues. This will allow them to easily involve themselves in the work which will play a positive role in coordination.
- Establishment of a distinct local authority in Cox's Bazar through which all matters will be coordinated. This authority will only work with the management and coordination of Rohingya. This authority can be formed by appointing one person as the head of all the officers of different departments. It will be fully accountable to the RRRC office.
- To ensure the participation of all concerned departments in Rohingya management or coordination meetings, need to determine an authority responsible for them. Maybe it's the RRRC office or some other authority or ministry.
- The Rohingyas have been living in this country for a long time, and there is no guarantee of their repatriation in the near future. So a separate ministry should be formed for the welfare of this huge population.
- A wing can be set up at the RRRC office or DC office where everyone can be compelled to provide information on all projects undertaken by government-private or international organizations. This will enable proper distribution of work and avoid overlapping of work.
- An advisor may be appointed who will present the information to the head of state and the international community. He will lobby the international community for the repatriation of Rohingyas as well as their facilities. Kofi Annan, for example, was the first to be appointed as a special envoy to the United Nations and the Arab League to resolve the Syrian crisis. He went ahead with a six-point peace plan to resolve the crisis. Although he did not succeed, it was a

positive step. Lakhdar Brahimi has been appointed special envoy to the United Nations and the Arab League following Kofi Annan's failure to establish peace in troubled Syria. He is constantly trying to bring a message of peace to troubled Syria. The Syrian government has also been in talks with the rebels. He is holding meetings with the countries he is indirectly supporting. The latest tripartite talks were held in Geneva, and Russia expressed satisfaction that these talks had been constructive.

(Source: "A Review of the Syrian Refugee Crisis," Dr. Md. Abdullah Hell Kafi, October 15, 2015, the daily Ittefaq)

- Determining which ministry will play a key role in managing and coordinating the Rohingya. Although there are several strong national committees in this regard, it is not clear under whose direct leadership all the functions will be conducted.
- A new authority or existing authority needs to be instructed to hold coordination meetings of Rohingyas at district and upazila level. All concerned government and non-government departments and NGOs / INGOs including law enforcers should be represented in this meeting.
- Neither the district administration nor the RRRC office will be responsible for monitoring the activities of NGOs and issuing certificates of their performance. Avoiding duality in this case will increase the speed of work.

B. To UN agencies, international organizations, donors, and NGO/INGOs:

- UN agencies, international organizations, donor agencies, NGOs / INGOs all have to conduct activities under one ministry in Bangladesh. This could be through the Ministry of Disaster Management and Relief or the NGO Affairs Bureau of the Prime Minister's Office or the Ministry of Foreign Affairs. Working through multiple ministries can lead to discrepancies in the coordination process.
- Organize coordination meetings under UNHCR, IOM, or any other high-powered body, with representatives from the sectors engaged in camp service activities and all concerned departments of the government of Bangladesh. This will allow public-private organizations to gain insight into their activities, allowing them to be more transparent in their work and play a coordinating role.

- International organizations have advanced information technology, skilled manpower, various refugee management tools, and skill enhancement training. If they share their experience and resources with government agencies and NGOs in the country, they will be able to work in tandem with international organizations.
- Numerous foreign nationals are working in various international organizations in the Cox's Bazar district of Bangladesh, whose language is English. The Rohingyas do not understand the English language as they are lagging behind in education. In addition to educating the Rohingya population, a training center needs to be set up for foreign nationals to learn Bangla, especially the regional language of Chittagong. This will enable them to establish direct contact with the Rohingya, which will strengthen coordination. It will play a role in establishing informal communication by removing linguistic complexities.
- Strengthen lobbying in the international arena to force the repatriation of the Rohingya people through the United Nations. For this, the coordination and comprehensive initiatives of all international organizations are essential.
- NGOs / INGOs and international organizations must report to the local authorities and local administrations on their activities. This will make it easier to properly plan to take projects and distribute work among all actors.
- Work with the government of Bangladesh to allow education and livelihood opportunities for refugees.

6.11 Conclusion

Although the Rohingya issue is a very old incident for Bangladesh, after the big influx in 2017, it became a concern for the world. The government of Bangladesh as well as the international community got involved in this activity. Various departments and agencies of the Bangladesh government are involved in various activities as per demand. Similarly, the United Nations has been carrying out sector-based service activities through NGOs and INGOs in addition to a number of agencies under its control. For good reason, this question is very natural: how so many organizations are working here, how the work is being coordinated, who is supervising? The study

highlights what the Bangladesh government and international agencies are doing and how they are being coordinated. However, in most cases, there is good coordination among the agencies involved. Moreover, some inconsistency in this huge activity is not uncommon.

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(Kafi, 2015)

Appendix A: Questions for govt. officials

1. How important do you think coordination is working between govt. and non-govt. organizations involved in the Rohingya issue in Cox'sBazar?
2. Who do you think is the main actor or leader in Rohingya management Process?
3. Who and how do you think are managing the entire Rohingya activities in Cox'sBazar?
4. Discuss how activities are currently being coordinated between organizations?
5. Do you feel if there is any problem of coordination among actors involved in Rohingya Management in Cox'sBazar? Please specify.
6. Identify the major problems in proper coordination among actors and agencies.

7. How is the Bangladesh government working in coordination with other organizations?
8. What is the role of UN, IOM, UNHCR and other international organizations in coordination?
9. How many coordination meetings have your department / organization organized from January 2018 to June 2019? Whether their minutes have been prepared?
10. Are there any other members or representatives present at the meetings besides the designated members? Who are these representatives (from which level)?
11. What percentage of the decisions taken at the coordination meeting do you think have been implemented?
12. Does everyone concerned have adequate resources, such as: manpower according to manpower structure, skilled manpower, transportation, computer, printer, internet connection etc.?
13. Is there a proper distribution of work between the govt. departments and non-govt. agencies working with the Rohingya?
14. What are motivational levels of people working in the sector?
15. Is there a communication channel between the departments and agencies engaged in any emergency? What are those communication channels?
16. Are there a conflict between the govt. and non govt. organizations in the coordination process?

Appendix-B: Questionnaire for expert on Rohingya issue

1. How important do you think coordination between organizations working with the Rohingya community seeking asylum in Bangladesh is?
2. Discuss how activities are currently being coordinated between organizations?
3. Do you feel any problem of coordinating several actors involve in Rohingya Management Issue? Please specify.

4. Identify the major problems that you think in ensuring coordination among actors and agencies.
5. Who do you think is the main actor or leader in Rohingya coordination/management Process?
6. Who is the supervising authority of the entire Rohingya coordination/management activities?
7. How is the Bangladesh government working in coordination with other organizations?
8. What is the role of UN, IOM, UNHCR and other international organizations in coordination?
9. What percentage of the decisions taken at the meeting do you think have been implemented?
10. Does everyone concerned have adequate resources, such as: manpower according to manpower structure, skilled manpower, transportation, computer, printer, internet connection etc.?
11. Is there a balanced distribution of work between the departments and agencies working with the Rohingyas?
12. What are motivational levels of people working in the sector?
13. Is there a communication channel between the departments and agencies engaged in any emergency? How they communicate in such situation?
14. Are there any psychological conflicts between the organizations on hierarchy or any other issue that may interfere with the coordination process?
15. What steps do you think need to be taken for effective coordination in the management of Rohingyas?

Appendix-C: Questionnaire for Rohingya people

1. How important do you think coordination between organizations working with the Rohingya community seeking asylum in Bangladesh is?
2. Discuss how activities are currently being coordinated between organizations?

3. Do you feel any problem of coordinating several actors involve in Rohingya Management Issue? Please specify.
4. Discuss the major problems that you think in ensuring coordination in the activities of various departments.
5. Who do you think is the main actor or leader in Rohingya coordination/management Process?
6. From your consideration who is the supervising authority of the entire Rohingya coordination/management activities?
7. How is the Bangladesh government working in coordination with other organizations?
8. What is the role of UN, UNHCR and other international organizations in coordination?
9. What percentage of the decisions taken at the meeting do you think have been implemented?
10. Does everyone concerned have adequate resources, such as: manpower according to manpower structure, skilled manpower, transportation, computer, printer, internet connection etc.?
11. Is there a balanced distribution of work between the departments and agencies working with the Rohingyas?
12. Are those who are engaged in that particular working spontaneously participating there?
13. Is there any communication between the departments and agencies engaged in any emergency? How are they communicating in such a situation?
14. Are there any psychological conflicts between the organizations on hierarchy or any other issue that may interfere with the coordination process?
15. What are your opinion / suggestion for effective coordination in Rohingya management?

Appendix-D: List of Respondents

	Designation
01	State Minister, Ministry of Disaster Management and Relief, Bangladesh
02	Ex-Foreign Secretary, Ministry of Foreign Affairs. Bangladesh Secretariat, Dhaka

03	Ex-Refugee Relief and Repatriation Commissioner (Additional Secretary), Cox'sBazar
04	Refugee Relief and Repatriation Commissioner (Additional Secretary), Cox'sBazar
05	Director, Rohingya Cell, MoDMR
06	Deputy Commissioner, Cox'sBazar
07	Additional Refugee Relief and Repatriation Commissioner (Deputy Secretary), RRRC Office, Cox'sBazar.
08	Commanding Officer, 63 East Bengal & Task Group Commander, Military Operations in FDMN Camps, Ramu Cantonment, Cox'sBazar.
09	UNO, Teknaf, Cox'sBazar.
10	UNO, Ukhia, Cox'sBazar.
11	CiC, Camp 1E, 1W
12	CiC, Camp 2E,2W
13	Chairman, Palongkhali Union Parishad, Ukhia, Cox'sBazar.
14	Additional Police Super, APBN, Ukhia, Cox'sBazar.
15	Head of govt. Affairs and award management, CARE , Dhaka
16	Manager, ACTION AID, Cox'sBazar.
17	Partnership Officer, Inter Sector Coordination Group, Cox'sBazar
18	District Coordinator, BRAC, Cox'sBazar.
19	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
20	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
21	FDMN, Rohingya Camp, Ukhia, Cox'sBazar
22	FDMN, Rohingya Camp, Teknaf, Cox'sBazar

Appendix-E: List of Committees regarding Rohingya issue

রেজিস্টার্ড নং ডি এ-১ "জাতির পিতা বঙ্গবন্ধু শেখ মুজিবুর রহমানের
জন্মশতবার্ষিকী উদ্‌যাপন সফল হোক"

বাংলাদেশ



গেজেট



অতিরিক্ত সংখ্যা
কর্তৃপক্ষ কর্তৃক প্রকাশিত

রবিবার, ডিসেম্বর ৬, ২০২০

গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
স্বরাষ্ট্র মন্ত্রণালয়
জননিরাপত্তা বিভাগ
রাজনৈতিক অবিশ্বাস-৬
প্রকাশন

তারিখ : ১৪ অক্টোবর ১৪২৭ বঙ্গাব্দ/২৯ নভেম্বর ২০২০ খ্রিষ্টাব্দ

নং ৪৪.০০.০০০০.০৭৯.২৫.০০১.২০২০(অংশ-১)-৩২৩-গণপ্রজাতন্ত্রী বাংলাদেশ সরকার
"বঙ্গপ্রদেশে বাঙালীত্ব মায়ানমার নাগরিকদের সমন্বয়, ব্যবস্থাপনা ও আইন-শৃঙ্খলা সম্পর্কিত নির্বাহী
কমিটি" নিম্নরূপে গঠন করেছে :

(ক) কমিটির গঠন :

১. বিভাগীয় কমিশনার, চট্টগ্রাম বিভাগ, চট্টগ্রাম	-	অধ্যক্ষ/সভাপতি
২. প্রধানী, ত্রাণ ও প্রত্যাবাসন কমিশনার, কক্সবাজার	-	সদস্য
৩. উপ পুলিশ মহাপরিদর্শক, চট্টগ্রাম রেঞ্জ, চট্টগ্রাম	-	সদস্য
৪. জেলা ম্যাজিস্ট্রেট ও জেলা প্রশাসক, কক্সবাজার	-	সদস্য
৫. পুলিশ সুপার, কক্সবাজার	-	সদস্য
৬. সেক্টর কমান্ডার, বিজিবি, রাহুল সেক্টর, কক্সবাজার	-	সদস্য
৭. অতিরিক্ত পরিচালক, মাদকদ্রব্য নিয়ন্ত্রণ অধিদপ্তর, বিভাগীয় কার্যালয়, চট্টগ্রাম।	-	সদস্য
৮. অতিরিক্ত পরিচালক, এনএসআই, কক্সবাজার	-	সদস্য
৯. কর্নেল জিএস, ডিজিএফআই, কক্সবাজার	-	সদস্য

(১৩২৩১)

মূল্য : টাকা ৪.০০

১৩২৩২ বাংলাদেশ গেজেট, অতিরিক্ত, ডিসেম্বর ৬, ২০২০

১০. অধিনায়ক, র‍্যাংক ১৫, কক্সবাজার	-	সদস্য
১১. সিভিল সার্জন, কক্সবাজার	-	সদস্য
১২. এটির কমান্ডার ও জিওসি, ১০ পদাধিক ডিভিশন, কক্সবাজার এর প্রতিনিধি।	-	সদস্য
১৩. অধিনায়ক, এপিএন ১৪ ও ১৬, কক্সবাজার	-	সদস্য
১৪. জেলা কমান্ডার, আনসার ও ডিডিপি, কক্সবাজার	-	সদস্য
১৫. মহাপরিচালক, বাংলাদেশ কোস্টগার্ড এর প্রতিনিধি	-	সদস্য
১৬. মহাপরিচালক, ফায়ার সার্ভিস ও সিভিল ডিফেন্স এর প্রতিনিধি	-	সদস্য

(খ) কমিটির কার্যপরিধি :

- বাংলাদেশে আশ্রয় নেয়া বাঙালীত্ব মায়ানমার নাগরিকদের (রোহিঙ্গা) ক্যাম্প এলাকার আইন-শৃঙ্খলা রক্ষা সংক্রান্ত সার্বিক কার্যক্রম ত্বরান্বিত ও পরিচালনার জন্য গৃহীত কার্যক্রমের সমন্বয় সাধন, ব্যবস্থাপনা ও আইন-শৃঙ্খলা সংক্রান্ত সার্বিক কার্যক্রম পর্যবেক্ষণ, মূল্যায়ন;
- এ সংক্রান্ত জাতীয় কমিটিকে সহায়তা প্রদান;
- জাতীয় কমিটিতে নিয়মিত প্রতিবেদন প্রেরণ;
- সংশ্লিষ্ট অন্যান্য বিষয়াদি;
- এ কমিটি প্রতি মাসে অন্ত্যম একটি সভায় মিলিত হবে এবং প্রয়োজন অনুসারে যে কোন সময়ে সভার আয়োজন করবে;
- কমিটি প্রয়োজনে যে কোন কর্মকর্তা/ব্যক্তিকে কো-অর্ড করবে;
- অতিরিক্ত জেলা ম্যাজিস্ট্রেট, জেলা প্রশাসকের কার্যালয়, কক্সবাজার কমিটিকে সার্বিক সহায়তা প্রদান করবে।

০২। এটি অবিলম্বে কার্যকর হবে।

রত্নপতির আদেশক্রমে

শাহে এলিদ মাইনুল আমিন
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গেজেট

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সোমবার, ডিসেম্বর ১৪, ২০২০

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মন্ত্রিপরিষদ বিভাগ
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প্রজ্ঞাপন

ঢাকা, ২৯ অগ্রহায়ণ ১৪২৭ বঙ্গাব্দ/ ১৪ ডিসেম্বর ২০২০ খ্রিষ্টাব্দ

নম্বর-০৪.০০.০০০০.২১১.০৬.০০১.২০.১৭৫—গণপ্রজাতন্ত্রী বাংলাদেশ সরকার ‘বলপ্রয়োগে
বাহুচ্যুত মায়ানমার নাগরিকদের সমন্বয়, ব্যবস্থাপনা ও আইন-শৃঙ্খলা সম্পর্কিত জাতীয়
কমিটি’ নিম্নরূপে গঠন করেছে:

(ক) কমিটির গঠন:

১.	মন্ত্রী, পররাষ্ট্র মন্ত্রণালয়	:	আইকায়ক
২.	মন্ত্রী, পররাষ্ট্র মন্ত্রণালয়	:	সদস্য
৩.	প্রতিমন্ত্রী, দুর্ঘটনা ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়	:	সদস্য
৪.	প্রতিমন্ত্রী, মহিলা ও শিশু বিষয়ক মন্ত্রণালয়	:	সদস্য
৫.	মন্ত্রিপরিষদ সচিব, মন্ত্রিপরিষদ বিভাগ	:	সদস্য
৬.	প্রধানমন্ত্রীর মুখ্য সচিব, প্রধানমন্ত্রীর কার্যালয়	:	সদস্য
৭.	প্রিন্সিপাল স্টাফ অফিসার, সশস্ত্র বাহিনী বিভাগ	:	সদস্য
৮.	সচিব, জননিরাপত্তা বিভাগ	:	সদস্য
৯.	সচিব, পররাষ্ট্র মন্ত্রণালয়	:	সদস্য
১০.	সচিব, সুরক্ষা সেবা বিভাগ	:	সদস্য

(১৩৪৭৫)

মূল্য : টাকা ৪.০০

১৩৪৭৫

বাংলাদেশ গেজেট, অতিরিক্ত, ডিসেম্বর ১৪, ২০২০

১১.	সচিব, দুর্ঘটনা ব্যবস্থাপনা ও ত্রাণ মন্ত্রণালয়	:	সদস্য
১২.	পুলিশ মহাপরিদর্শক, পুলিশ অধিদপ্তর	:	সদস্য
১৩.	মহাপরিচালক, এনজিও বিষয়ক ব্যুরো	:	সদস্য
১৪.	মহাপরিচালক, সামরিক গোয়েন্দা মহাপরিদপ্তর (ডিজিএফআই)	:	সদস্য
১৫.	মহাপরিচালক, জাতীয় নিরাপত্তা গোয়েন্দা অধিদপ্তর (এনএসআই)	:	সদস্য
১৬.	বিভাগীয় কমিশনার, চট্টগ্রাম	:	সদস্য
১৭.	শরণার্থী, ত্রাণ ও প্রত্যাবাসন কমিশনার, কক্সবাজার	:	সদস্য

এ কমিটিতে সচিব বলতে সিনিয়র সচিবও অন্তর্ভুক্ত হবেন।

(খ) কমিটির কার্যপরিধি:

- বাংলাদেশে আগ্রয় নেওয়া বাহুচ্যুত মায়ানমার নাগরিকদের (বুহিঙ্গ্যা) ক্যাম্প এলাকায় আইন-শৃঙ্খলা রক্ষা, ব্যবস্থাপনা ও প্রত্যাবাসনসহ সকল কার্যক্রমের সমন্বয় সাধন;
 - প্রত্যাবাসন সংক্রান্ত জাতীয় টাস্কফোর্স (এনটিএফ), ভাসানচরে স্থানান্তরের লক্ষ্যে গঠিত জাতীয় এক্সিকিউটিভ কমিটির কার্যক্রম, নিরাপত্তা প্রধান ও বুহিঙ্গ্যা নাগরিকদের বিষয়ে গৃহীত সকল কার্যক্রম পর্যবেক্ষণ, মূল্যায়ন, পুনর্নির্ধারণ ও পরামর্শ প্রদান;
 - সংশ্লিষ্ট অন্যান্য বিষয়াদি।
- (গ) কমিটি প্রয়োজনে যে কোনো কর্মকর্তা/ব্যক্তিকে সভায় উপস্থিত থাকার জন্য অনুরোধ জানাতে পারবে।
- (ঘ) প্রতি ৩০ (তিন) মাসে কমিটি অন্যান্য একটি সভা এবং প্রয়োজন অনুসারে যে কোনো সময়ে সভার আয়োজন করবে।
- (ঙ) রাজনৈতিক ও আইসিটি অনুবিভাগ, জননিরাপত্তা বিভাগ, পররাষ্ট্র মন্ত্রণালয় এ কমিটিতে সাহায্যিক সহায়তা প্রদান করবে।

২। এটি অবিলম্বে কার্যকর হবে।

রাষ্ট্রপতির আদেশক্রমে,

বেদী পারভীন

উপসচিব

ফোন: ৯৫১১০৮১

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মোহাম্মদ ইসমাইল হোসেন (উপসচিব), উপপরিচালক, বাংলাদেশ সরকারী মুদ্রণালয়, তেজগাঁও, ঢাকা কর্তৃক মুদ্রিত।
মাকসুদা বেগম সিদ্দীকা, উপপরিচালক, (উপসচিব বাংলাদেশ ফরম ও প্রকাশনা অফিস, তেজগাঁও,
ঢাকা কর্তৃক প্রকাশিত। web site: www.bgpress.gov.bd

Appendix-F: Map of Ukhia and Teknaf Upazila:



