

Coordination Strategy for Achieving Community Social Infrastructure Development Goals in Bhola, Bangladesh

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Abstract

This paper aims at identifying the Prospects for Sustainability in Community Social Infrastructure Development having regard to Coordination Mechanisms and Stakeholders: A Case of Bhola Bangladesh. Employing a qualitative research approach, the paper seeks to establish the issues, approaches, and achievements towards owning coordination in rural setting. Interviews, focus group discussions and document review adopting both open ended questionnaires and interviews were conducted with 20 purposively selected participants drawn from different fields similar to previous study. Therefore, this study established that though there is improvement in coordination at the Bhola level, problems like resource constrains, lack of technical know-how and communication barriers are still some of the issues that hinder the functioning of agencies there. Improvement in the coordination measures entailed the maintenance of an open forum, trust amongst the stakeholders, and the adoption of the structure that captured the needs of the locals. Moreover, it was also found that for infrastructure projects to have sustainable outcomes, the community has to be involved actively in the projects. This paper adds to the studies on multi-stakeholder partnership in community advancement and offers ideas concerning the issues of advancing rural, Ashley positioned, limited asset areas. The study therefore can contribute to enhancing the coordination strategies in other contexts with the inference that equal blend of formal and informal coordination mechanism coupled with active community participation plays critical role to enhance the development of infrastructure projects.

Keywords: Coordination Strategies, Community Development, Infrastructure

Introduction

Community development especially in the developing communities acts as an important process in facilitating the overall growth of the national and or local economy, social welfare and living standards. Organizing, coordinating and implementing sustainable development targets in health, education and infrastructure sectors is still a challenging task in Bangladesh, a country which is mostly agrarian in nature because of many constraints in the country such as resource crisis, political influences, and disjointed sectoral coordination. These problems are well illustrated by Bhola District which is in the south of Bangladesh. The above-mentioned district with more than 1.8 million population encounter challenges while implementing its social infrastructure development targets. These challenges are best illustrated in the sectors that are essential to the welfare of the community, including healthcare; education; sanitation; and transportation.

On this basis social infrastructure development is the key step towards enhancement of the living conditions in any society that covers the necessary services for society functioning. However, the growth of social capital in Bhola depends on the collective contribution of

governmental organizations, non-governmental organizations (NGOs), private firms, and the public community (Khan et al., 2015). However, the coordination among such stakeholders is relatively disjointed, and that there are usually numerous instances where there is an absolute failure in terms of optimal utilisation of resources as well as optimal optimisation of expertise across these stakeholders. This is because for such entities to have a common vision of community development, their goals, resources and actions must all be coordinated (Coy et al., 2021). A lot of researchers have expressed concern on how coordination hampers both efficiency and effectiveness in infrastructure delivery based on earlier works this has posed a lot of concerns through duplicated works with little or no synergy amongst parties (Pettersen & Solstad, 2023). In this context, the case of Bhola is not an exception because the lack of a unifying agenda regarding the integration of the development initiatives prevents their effective implementation.

This makes hard the establishment of social infrastructure for the country – a country situated in Bhola that is roughly 90 percent rural and technically a flood zone. The district is frequently affected by natural disasters especially flood whereby infrastructure and social-economic activities in the respective region are highly affected (Gurtner & King, 2021). Consequently, promoting the sustainable development in such environment entails concerted efforts of other sectors alongside an appreciable robust and dynamic plan for the catching up with the ever-surpassing need of the society. These problems can only be solved if local government bodies, NGOs and the private sector cooperate, but in this case, coordination is the biggest problem (Arantes et al., 2020). Several scholars have echoed the significance of coordination in disaster prone areas in relation to call for efficient inter agency cooperation to make infrastructure development both disaster resistant and sustainable (Comes et al., 2020).

While thousands have agreed with McKeivitt that there is a problem of coordination in organizations, there has been scant empirical work done in wholesale packaging as to how strategy is being coordinated practically in rural sectors of Bangladesh like the district of Bhola. Existing research work has mainly focused on testing completed projects or environments of urban area or large projects without paying much attention to problems encountered in executing projects in minimally developed rural districts of Bangladesh. In the context of social infrastructure development in Bhola, coordination is established among different district, national and international ALs, GOs, NGOs, and other CBOs as well as private contractors. Nevertheless, there is poor knowledge about these entities' coordination in practice and whether their activities lead to positive infrastructure outcomes. According to some authors, local government is supposed to coordinate but for too often it lacks funds and technical potential (Van et al., 2020). Nonetheless, they contribute crucial findings and funds but could be further from the goals of local communities or each other.

In addition, the cooperation of local communities in directing the building of infrastructure rarely attracts the attention of policy makers. Local interest groups not only receive social infrastructure but also to play an important role in development. This is because they guarantee that projects are closer to the precise needs of the target population and are sustainable or longer periods (Bhuiyan et al., 2021). It is now common knowledge that emphasis on community participation is a virtue given the role that this aspect plays in the success of a development project (Lee et al., 2020). Community participation in decision-making has attempted in sector through improved involvement in decision-making processes, however the documentary research indicates that there is poor awareness, training and organisational capacity among the BHOLA community itself. Hence, for successful implementation of infrastructure development projects, it is crucial that the right of coordination is substantiated by an integration of all the stakeholders involved.

These coordination challenges can be exacerbated by the context of Bangladesh's political economy and governance structures observed in Bhola. Due to a decentralized system of governance, most of the local governments in the country do not have adequate powers and funds to enhance efficient management of development initiatives (Hossain and Khatun, 2014). It has therefore resulted in a culture where the local authorities often rely on revenue from the central government departments and non-governmental organisations, thus putting it in a challenge of sustaining long term endeavours on their own. Also, political crisis or in other cases the crisis of corruption has been realised as some of the barriers to the efficient implementation of infrastructure projects because the resources can be either mal-allocated or misused because of the interferences of the political power.

Methods

This study therefore used a qualitative research method to assess the coordination strategies of achieving community social infrastructure development objectives in Bhola, Bangladesh. The rationale of using the qualitative approach was deemed relevant because the study involves analysis of social phenomena like community stakeholders' dynamics in relation to the developmental process. As the study confined to Bhola, it has ensured to capture the understanding of the study area and participants along with the coordination issues in development initiatives. It enabled reviewing of the roles of various stakeholders such as the local government authorities, non-governmental organizations, private sectors participants, and community members.

To achieve this aim, the study was developed and implemented in the form of case study focusing in the strategies of coordination used in the area of Bhola. A case study research method was most appropriate for offering a detailed analysis of actual events in their natural setting as it enabled the researcher to study certain phenomena in their setting without. The process of data collection was inclusive of interviews, focus group discussions and documentation analysis. These methods were chosen to obtain multiple viewpoints which increased the ability to triangulate the results thereby increasing its validity and reliability. Face to face and telephone interviews were conducted and evenings with purposively selected people including the local government, NGOs and CBOs, private sector partners and leaders of the community. The interviews were designed to provide participant's accounts and perspectives of coordination in infrastructure projects, and the interviewees were 20 in total.

Two focus group discussions were also conducted with the local community to get their point of view on the process of infrastructure development and management of coordination. A total of eight to ten participants were included in each FGD based on engagement in or awareness of development activities in the local population. Such discussions offered the participants an opportunity to present their perceptions of the achievements and difficulties of coordination. Document review was also used, using documents like government documents and reports, projects plans and other documents; and papers from NGOs to understand the effectiveness of the development efforts up to the study period and also to look at key themes concerning coordination strategies.

In this study, purposive sampling was adopted to identify persons who either directly observed social infrastructure construction in Bhola or possessed adequate awareness of this phenomenon. This non-random sampling technique enabled the researcher to select participants who had optimum information on the coordinated strategies used in the community. The study utilized thematic analysis framework that is used for analyzing qualitative data as described. They included data familiarization, coding, themes, and interpretation. The data collected was reflected against the backdrop of the research setting and

connected to prior studies on coordination in community development, identifying strengths and barriers to coordination in Bhola.

Results and Discussion

The provision of social infrastructure in rural centers is a rather substantive process that needs cooperation of different actors, including local and central authorities, NGOs, business community and population. As a region with special socio-economic circumstances, namely in the case of Bhola, Bangladesh these coordination strategies seem to be significant for making proper impacts in achieving the sustainable development. The purpose of this research will be to establish how these stakeholders use these strategies to manage the problem with a focus on the successes and challenges experienced in attaining community infrastructure development. The administration of this research adopts a qualitative research paradigm because of the research objectives as it seeks to investigate the experiences, attitudes, and difficulties encountered while implementing the infrastructure projects in Bhola. This research is therefore a qualitative study in which interviews, focus group discussions and document analysis is used to establish a broad understanding of how coordination exists in this rural setting, the interaction between the stakeholders involved and the effectiveness of these strategies in promoting successful delivery of infrastructure projects. The conclusion from the study is valuable in the general body of knowledge relating to rural development and integration in community infrastructural development projects, whereby such best practices could be customized and made better for advanced performance in like environments.

Overview of Coordination Strategies

Day Two Community social infrastructure development often requires coordination strategies and it is effective in the identified areas especially where many stakeholders are involved. Transaction coordination is extremely important in Bhola, a district in Bangladesh because it brings together the local government structures, non-governmental organizations, private sector and members of the communities, their resources, skills and efforts. The understanding behind the strategies used in Bhola was born out of the challenges in coordination, rationalization of the process and local development needs. Communication and Partnership Building Strategies; Collaboration Strategies; Partnerships Strategies: These strategies in infrastructure project planning and designing seeks to make sure that projects fit the needs of the people and could be renewed in the future. Bhola is a meeting land in a complex socio-political world and coordination becomes central to development efforts due to constraint of local capacity and resources.

Communication between stakeholders is one of the key coordination activities that were encouraged in the area of Bhola. Both the local government, NGOs and the private players stressed on the need of having frequent meetings and information exchange sessions in order to keep every stakeholder informed about the development and issues of the projects. These meetings envisaged to break stock and create understanding between the project team and the stakeholders on the goal, time frame and commitment.

Table 1. Coordination Strategies Involving Stakeholders

Coordination Strategy	Stakeholders Involved	Challenges Identified	Effective Approaches	Impact on Development Goals
Collaborative Planning	Local Government, NGOs, Private Sector	Conflicting priorities, lack of shared vision	Regular meetings, joint planning sessions	Better alignment of goals and resource allocation

Community Engagement	Community Leaders, Local Government	Low community participation, limited awareness	Community forums, workshops, participatory decision-making	Increased community ownership and sustainability
Resource Pooling	NGOs, Private Sector, Local Government	Insufficient funding, competition for resources	Resource-sharing agreements, joint funding initiatives	Enhanced capacity for large-scale infrastructure projects
Monitoring and Feedback	Local Government, NGOs, Community Leaders	Lack of transparent systems, poor feedback loops	Regular monitoring visits, community feedback mechanisms	Continuous improvement and adjustment to project needs

The coordination strategies employed in Bhola’s community infrastructure development involve a diverse set of stakeholders including local government bodies, NGOs, the private sector, and community leaders. Collaborative planning emerged as a critical strategy for aligning goals, although conflicting priorities and a lack of shared vision created challenges. To overcome these, regular meetings and joint planning sessions were essential in aligning stakeholder efforts. The community engagement strategy also proved vital in overcoming low participation, where community forums and participatory decision-making led to improved local involvement and sustainable project outcomes. The pooling of resources among various stakeholders helped mitigate funding challenges, with resource-sharing agreements ensuring more significant project implementation. Lastly, the monitoring and feedback strategy underscored the need for transparency and regular checks, which allowed for continuous adjustments, helping to meet evolving community needs.

This highlights the importance of clear communication channels in facilitating effective coordination. In addition, the role of community leaders in fostering dialogue and raising awareness about ongoing infrastructure projects was also recognized as essential. Community leaders served as intermediaries, helping to translate technical information into locally relevant terms, thus making coordination more inclusive and understandable for the wider population.

Another key strategy identified in Bhola was collaborative planning and joint decision-making. The development of infrastructure projects often requires input from multiple stakeholders, each bringing different perspectives and expertise. Collaborative planning was seen as an effective way to ensure that the needs and priorities of the community were incorporated into the development process. A representative from an NGO stated, this quote illustrates the importance of inclusive planning processes that involve a wide range of stakeholders. Joint decision-making also helped to avoid conflicts and competition for resources, ensuring that all parties had a stake in the success of the projects.

Moreover, the private sector's involvement in social infrastructure development was an important aspect of the coordination strategies in Bhola. Private companies often brought in technical expertise and funding, while local government bodies and NGOs provided logistical support and access to community networks. A private contractor involved in several infrastructure projects explained, this collaboration between the private sector and community-focused organizations helped to balance technical expertise with local insights, resulting in infrastructure projects that were both practical and aligned with community expectations.

The challenges faced during the coordination process were also highlighted in the interviews. One challenge was the difficulty in aligning the different timelines and priorities of the various stakeholders. Government bodies often had bureaucratic processes that slowed down decision-making, while NGOs and the private sector operated on more flexible schedules.

These challenges highlighted the need for more efficient mechanisms to streamline decision-making processes and reduce delays caused by bureaucratic procedures. Despite these challenges, the coordination strategies employed in Bhola have been effective in fostering collaboration and advancing the development of social infrastructure projects.

Challenges in Coordination

Although the coordination strategies enable some forms of progress in the development of community social infrastructure in Bhola, there are several constraints within the context of this study. Hence, arising from structural features, communication breakdown, competing interests of stakeholders and a dearth of resources. Because of these factors, these barriers usually hampered the functioning of coordination and the achievement of project goals. To effectively address these challenges, development and implementation of the projects should adopt measures to increase on the efficiency of development initiatives and future sustainability of infrastructure.

A major issue regarding the pattern and balance of development initiatives in Bhola is the miscoordination in terms of timing and emphasis shared among various interested parties. Different partners operate different time frames, which affect project implementation since the local government’s bureaucracy takes a longer time than NGOs and private contractors.

Table 2. Key Challenges in Coordination

Challenge	Stakeholders Affected	Specific Issues Identified	Solutions Proposed	Impact on Development Goals
Conflicting Priorities	Local Government, Private Sector	Disagreements on project goals and resource allocation	Establishment of a shared vision, regular alignment meetings	Improved goal alignment, reduced project delays
Limited Resources	NGOs, Local Government, Private Sector	Budget constraints, competition for funding	Resource-sharing, joint funding initiatives	Increased ability to implement large-scale projects
Resistance to Change	Local Government, Community Leaders	Bureaucratic delays, reluctance to adapt to new strategies	Flexible project plans, adaptation to local needs	Timely adjustments, better responsiveness to community needs
Poor Community Participation	Community Leaders, NGOs	Low awareness, lack of involvement in decision-making	Community workshops, feedback mechanisms	Increased community ownership, better project sustainability

The study identified several key challenges that impacted coordination strategies. One major challenge was conflicting priorities between stakeholders, particularly between the local government and the private sector. Disagreements over project goals and resource allocation often delayed progress. The solution was to establish a shared vision through regular meetings to align goals. Limited resources were another significant challenge faced by NGOs and local

governments. The competition for funding created barriers to large-scale project implementation. However, pooling resources and securing joint funding initiatives helped address this. Resistance to change was identified as a barrier to flexibility, particularly within the local government and community leadership. Bureaucratic delays hindered the adaptability of projects. To overcome this, flexible planning and the ability to adapt to community needs were emphasized. Finally, poor community participation was a challenge, stemming from low awareness and limited involvement in the decision-making process. To resolve this, community workshops and feedback mechanisms were introduced, resulting in increased community engagement and project sustainability.

This disparity in timelines created bottlenecks, forcing stakeholders to adjust their plans or delay activities, which ultimately affected the pace of infrastructure development. Another significant challenge in coordination is the issue of communication gaps. While regular meetings and information-sharing sessions were emphasized as part of the coordination strategy, there were still instances where key information was either not shared in a timely manner or not communicated effectively. This led to confusion and misunderstandings among stakeholders, which further complicated the development process. A government official discussed this issue, stating, in many cases, important decisions or changes in project plans were not effectively communicated to all relevant parties, leading to missed opportunities for collaboration and coordination. These communication barriers were particularly evident when it came to the dissemination of technical information or changes in project scope, which were not always understood by all involved. The differences in organizational cultures and priorities between stakeholders also posed a challenge to effective coordination. Local government bodies often prioritize legal and bureaucratic procedures, while NGOs and the private sector are generally more focused on achieving tangible outcomes within specific timeframes.

These contrasting approaches can create tension between stakeholders, as each group has different expectations regarding the pace and nature of development work. Balancing these differing priorities is crucial to ensuring smooth coordination, but it often requires negotiation and compromise. Resource limitations also posed significant challenges to coordination in Bhola. Limited financial resources, inadequate infrastructure, and a lack of skilled personnel in both the public and private sectors often hindered the effectiveness of development projects. A private sector contractor reflected on this challenge, stating, the lack of skilled labor and local capacity in Bhola meant that external support and training were often required, which could lead to delays in project implementation. Additionally, financial constraints meant that some projects were not funded to the extent necessary to ensure their sustainability, leaving stakeholders scrambling to fill resource gaps. The resource challenges often led to compromises in the quality of infrastructure and the scope of development initiatives, making it harder to meet community expectations. The last, political dynamics and power imbalances were also factors that impacted coordination efforts. Political interference and the dominance of certain local power structures occasionally influenced decision-making processes, leading to conflicts of interest and power struggles between stakeholders. Political instability and the influence of local political figures often created divisions between different groups, making it harder to reach consensus and agree on project priorities. These political challenges can also lead to unequal distribution of resources or a lack of accountability in project management.

Effectiveness of Coordination Strategies

However, the coordination enumerated above has revealed some strategies that exist in Bhola which though has some effectiveness in enhancing the community social infrastructure development goals. In terms of the results achieved by the stakeholders, it has been identified that it has proved effective in enhancing communication, coordination and commencement of

strategic aims and objectives while optimizing the resources available within an organization. The coordination strategies contributed to the development of structures in which more entities government bodies, NGOs, private individuals, and the authorities have improved work organization. These successes were mainly attributed to attempts to open dialogue with individuals, set up communications media, and increase levels of cooperation and decision-making.

Another efficiency of the coordination strategy found was the establishment of the formal and informal communication structure between the stakeholders. Who met repeatedly and consulted with each other played an essential role in cooperation and the exchange of information.

Table 3. Effective Approaches to Coordination

Approach	Stakeholders Involved	Key Actions Taken	Challenges Overcome	Results and Outcomes
Regular Meetings and Workshops	Local Government, NGOs, Community Leaders	Monthly coordination meetings, community feedback workshops	Lack of communication, disjointed efforts	Enhanced coordination, improved decision-making
Resource Sharing Agreements	NGOs, Private Sector, Local Government	Joint funding initiatives, pooling of resources	Insufficient funding, competition for resources	Larger scale projects, more efficient resource allocation
Flexibility in Project Execution	NGOs, Local Government, Community Leaders	Adaptation of plans based on community feedback, flexible timelines	Bureaucratic delays, resistance to change	Timely adjustments, responsiveness to local needs
Community Feedback Mechanisms	NGOs, Local Government, Community Leaders	Surveys, focus groups, and public consultations	Poor community involvement, lack of transparency	Increased community involvement and ownership

The study revealed several effective approaches used to overcome challenges and improve coordination. Regular meetings and workshops proved to be one of the most effective ways to maintain communication between stakeholders. These meetings helped overcome initial coordination challenges and aligned efforts across various groups. Resource sharing agreements were another critical strategy for tackling funding limitations. By pooling resources, stakeholders were able to finance larger infrastructure projects that otherwise would not have been possible. Flexibility in project execution was essential for adapting to unforeseen challenges and community feedback. This adaptability ensured that projects remained relevant to community needs. Finally, the establishment of community feedback mechanisms allowed for ongoing community involvement, which was essential for ensuring that the projects met local needs and had long-term support. The combination of these approaches resulted in more efficient coordination and more successful development outcomes.

These communication efforts allowed stakeholders to share updates, discuss challenges, and collaboratively find solutions, which in turn improved the overall efficiency of the development process. The ability to discuss challenges openly in meetings also helped mitigate conflicts and

allowed stakeholders to proactively address issues before they escalated. Another notable achievement in the coordination strategy was the establishment of joint planning and decision-making processes. By involving all relevant stakeholders in the planning stages, the development initiatives became more inclusive and comprehensive. This participatory approach enabled stakeholders to share their expertise, resources, and perspectives, which contributed to more effective and contextually appropriate solutions.

This inclusive approach ensured that the needs of the community were well-represented and that the development projects were more likely to address those needs effectively. Joint planning also facilitated better resource allocation and optimized the use of available funding and materials, which was crucial given the resource constraints faced by many of the stakeholders. Furthermore, the coordination strategies helped build trust among the stakeholders, which was essential for long-term collaboration. The process of working together, addressing common goals, and facing challenges as a unified group allowed for stronger relationships between local government agencies, NGOs, private sector actors, and the community.

Trust is a vital component in any collaborative effort, and the growing trust among stakeholders contributed to smoother project execution and better problem-solving. When stakeholders trust one another, they are more likely to share information, address issues openly, and make decisions that benefit the community as a whole. The effectiveness of the coordination strategies was also evident in the community's increased involvement in the development process. By actively engaging local residents and community leaders in the decision-making and planning stages, the projects became more aligned with local needs and priorities. This sense of ownership and involvement led to greater community support for the projects, as residents were more likely to take pride in the infrastructure and contribute to its maintenance. Additionally, community participation helped ensure that the projects were more sustainable in the long run, as local ownership often leads to more successful and enduring development initiatives. However, despite these successes, the effectiveness of the coordination strategies was not universal across all projects. Some stakeholders noted that while coordination worked well in certain initiatives, it faced limitations in others. For example, larger, more complex infrastructure projects sometimes suffered from a lack of flexibility in the coordination process, which delayed progress and resulted in inefficiencies. The difference in effectiveness across various types of projects highlights the need for adaptive coordination strategies that can cater to the specific requirements of different initiatives. Smaller, community-based projects may benefit from more flexible and informal coordination, while larger-scale projects may require more structured and formalized approaches.

Interpretation and Analysis

The coordination strategies implemented in Bhola for community social infrastructure development have been both effective and challenging. As observed, the coordination process has led to improvements in communication, joint planning, and trust-building among the various stakeholders. However, the analysis reveals that while the strategies have been successful in certain contexts, their effectiveness depends largely on the type of infrastructure project, the involvement of community members, and the capacity of stakeholders to adapt to evolving challenges. From the interviews and focus group discussions, it is evident that the key to success in coordination lies in the establishment of open communication channels among stakeholders.

Table 4. Impact of Coordination Strategies on Development Goals

Development Goal	Coordination Strategy	Impact	Stakeholders' Contribution	Outcome
Improved Infrastructure	Collaborative Planning	Timely and well-aligned projects	Local Government, NGOs, Private Sector	Successfully completed infrastructure projects
Sustainable Development	Community Engagement	Increased local involvement and project ownership	Community Leaders, Local Government, NGOs	Long-term sustainability of infrastructure projects
Efficient Resource Use	Resource Pooling	Maximized funding and resources, minimized waste	Private Sector, Local Government, NGOs	Efficient use of resources, large-scale project completion
Community Empowerment	Monitoring and Feedback	Regular updates and adaptability based on community feedback	NGOs, Community Leaders, Local Government	Empowered community, continuous project improvements

The coordination strategies had a significant impact on achieving the development goals of Bhola's community infrastructure. Collaborative planning ensured that projects were completed on time and aligned with the needs of the community. Community engagement strategies enhanced local ownership and contributed to the long-term sustainability of the projects. By involving the community in decision-making and feedback, the projects were more likely to succeed and remain functional in the long run. Resource pooling allowed stakeholders to maximize their financial and human resources, enabling the completion of larger-scale infrastructure projects. Finally, monitoring and feedback mechanisms ensured that projects could be adjusted as needed based on community input, which empowered the community and led to continuous improvement. These outcomes highlight the effectiveness of coordinated efforts in meeting development goals in a rural context.

This sentiment reflects the importance of consistent dialogue to ensure that all stakeholders are on the same page. Regular meetings not only facilitate information sharing but also help in identifying and addressing potential challenges before they escalate. This is particularly crucial in community development projects where delays or miscommunications can lead to significant setbacks. The interviewees emphasized that without effective communication, many of the development initiatives would have faced even greater difficulties. Another critical element of effective coordination in Bhola was the joint planning and decision-making process. The inclusivity of the planning stages was highlighted as an important factor in the success of coordination.

This collaborative approach ensured that all relevant parties' local government, NGOs, the private sector, and the community had a voice in the development process. Joint planning not only enabled better resource allocation but also ensured that the infrastructure projects were tailored to the specific needs of the community. The active participation of various stakeholders helped to address the diversity of local needs and fostered a sense of ownership and commitment toward the projects. However, the effectiveness of coordination strategies was not always consistent across different types of projects. Larger-scale infrastructure projects, in particular, posed challenges in terms of coordination.

Larger projects often require more formalized and structured coordination, which can sometimes hinder flexibility and responsiveness. This rigidity can lead to delays in decision-making and complicate the resolution of issues. While smaller projects may benefit from more informal collaboration and quick adaptations, larger projects require a higher level of bureaucracy, stricter timelines, and more defined roles, which can slow down the entire process. This highlights the need for adaptive coordination strategies that can be tailored to the scale and complexity of individual projects. The analysis also points to the critical role of trust among stakeholders in ensuring effective coordination.

Trust acts as a cornerstone of collaboration. When stakeholders trust one another, they are more willing to share information, negotiate solutions, and collectively address challenges. In Bhola, the gradual buildup of trust between the government, NGOs, and the private sector contributed to more seamless project implementation. This trust was cultivated over time through consistent communication, shared goals, and joint problem-solving efforts. However, as noted in the interviews, trust alone is not sufficient to overcome all coordination challenges. Larger projects, particularly those involving more diverse actors, still required more formalized mechanisms to ensure that trust could be effectively translated into concrete action. Finally, the role of community involvement in the coordination process cannot be overstated. Interviews with community leaders revealed that their active participation in the planning and execution of infrastructure projects significantly improved the outcomes.

This engagement also supported the outcomes of other small-scale projects in which community maps and local experience played an important role in determining project implementation. Community participation was beneficial as well because it was the way to ascertain that all the projects implemented were crucial at the given locality, as well as the way to develop the sense of the project ownership and that is why, to make such projects safer and more successful in terms of the farther development, safer and more successful.

The paper on effective coordination patterns for attaining the objectives of community social infrastructure development in Bhola, Bangladesh offers valuable findings regarding the practices and issues related to different stakeholders involved in such projects. By identifying and analyzing the activities and responsibilities of stakeholders – local government, NGOs, private sector, and the community – the research adds to the understanding of the system of managing multiple external and internal stakeholders in the development area, and thus may contribute to the theory of community development and infrastructure management. This research also identifies that despite the improvements found in coordination strategies in Bhola, there are various areas of challenge which still exist but are yet to achieve deep explorations and innovations.

Recent literature focusing on community development shows that management of the infrastructure projects requires the collaboration of various stakeholders. Previous research has pointed out that greater stakeholder coordination results in the improvement of resource use, minimized duplication of projects as well as increased involvement of individuals within the community. This study affirms these findings by painting a picture of how stakeholders in Bhola have managed to deliver on most development programs, thanks to open communication and collaborative planning. This study also supports the Kox et al. (2024) preliminary study on coordination whereby they identify interaction and trust-delegation as crucial activities in the community development process.

However, unlike previous studies that mainly highlight the macro-level study of coordination in urban communities, this research emulates a micro-level study. Firstly, since Bhola is a less developed district that is mostly rural, there are challenges that are not apparent in research of larger populations. Gizelis et al. (2021) observed that compared to urban areas there are broad

challenges in mobilizing resources, building up the capacity of the rural communities and involving key stakeholders within the communities. Therefore, this work contributes to filling the identified gap in the literature by further explaining in detail about these challenges and how they are observed in the studied context of Bhola as well as how the various stakeholders, including local government bodies and accredited NGOs and the private sector work together in managing these challenges. Another important feature of this research work is that it addresses the question of coordination strategy flexibility that has not been studied as comprehensively as one might have expected. As was also shown in this study, due to large and complex structures involved in infrastructure projects in Bhola, there may be different modes of coordination required which has been a scarcely researched topic in past literature.

In addition, this research disputes the notion that coordination activities should be tightly coupled and well defined for all forms of projects. Contrary to the assumption made in the prior literature, which imply that greater scales need greater degrees of formal structures this study discovers that even though formal structures are essential for the large-scale projects, informality and flexibility work better for smaller community-based ventures. This fact is in line with the work of Halbe et al.(2020), who underlines the concept of iterative to the processes of governance, mainly in the context of the significance of local factor influences. That contrast is meaningful in this study because it manifests the importance of informal interactions in community development which is Creer obscured by formal coordination frameworks.

This study also responds to limitations of previous studies concerning the role of community in development projects. Despite the fact that many of the works on community development stress the role of community's little link has been made with how this participation affects the viability of infrastructure projects. In Bhola, awareness regarding what people wanted from a structure did not just help build structures in some way relevant to community needs, but also ensured of the fact that people had ownership for these structures and hence further made them sustainable. This research finding adds to the existing knowledge in the following ways: The present study was able to highlight the relationship between community involvement and sustainable realization of infrastructure investment, an area that tends to receive limited appreciation in most diffused scholarship that centers on infrastructure development, with its focus tending to rely on technical or politico-administration factors that drive the process.

which have urged scholars to conduct more analysis of contingencies affecting coordination in community development. In this way, by comparing and analyzing the case of Bhola in which there are certainly different socio-political and economic factors that affected the coordination, this contribution adds a set of insights to the existing literature. For example, the challenges stated as limited capacity, the poor physical infrastructure, and low literacy rates described in Bhola resemble the same picture of other studied rural areas. However, this study introduces new elements to the debate because it identifies and examines the local government which in most cases is an intermediary between other interested parties and the community.

Conclusion

This research has found it useful in analyzing the coordination of the several social infrastructural development programs in the community of Bhola in Bangladesh, specifically the milestones achieved and the dormant pitfalls encountered by the stakeholders. It has also provided examples of how problems of communication, lack of trust, and inflexibility all contribute to difficulties in the organization of the joint work of local government, NGOs, the private sector, and the community. Although the study compliments the current literature on the importance of multi-stakeholder collaboration on the flexibility in the management of coordination activities in rural, resource poor environments bring out fresh insights. The study deems it important that people in the community key in to foster the sustainability of the

infrastructure projects. Finally, this study helps to contribute to closing gaps in the literature by examining generating a refined understanding of coordination in these rural development contexts and which can inform improved strategies for future community-centric initiatives to enhance the effectiveness of infrastructure development.

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