
SOCIAL CAPITAL FORMATION AT URBAN LEVEL IN BANGLADESH: A COMPARISON OF TWO CITY CORPORATION

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Abstract

In a society that is becoming more urbanized, local governments are crucial to the welfare of the populace and the efficient provision of essential services. There is a consensus that strong metropolitan local governments are essential for generating sustained economic growth, improved public services, and the growth of social capital. The level of trust that residents have in their local government organizations is directly related to how satisfied they are with the services they receive. The purpose of the current study is to determine how satisfied Bangladeshi individuals are with city corporations, a type of urban local government entity. The goal of the study is to pinpoint the variables that may account for the variations in citizens' satisfaction with the establishment of social capital in urban local government organizations. The study used a hybrid methodology based on survey results and key informant interviews (KII), in which 200 respondents from each of the two city corporations in the nation shared their thoughts. This study contributes by suggesting some fresh angles for a better understanding of Bangladeshi citizens' levels of social capital formation toward city corporations.

Keywords: social capital, service delivery, performance, governance, city corporations.

1. Introduction

According to Glaeser (2001), social capital is often defined as an aggregate variable that encompasses the norms and networks within a particular community. The elements of a social capital framework provide intriguing theoretical links between research topics of "new institutionalism" in social science and ecological economics. Here, it is important to distinguish between the linkages in the following two phrases (Satz et al., 1994): the structural elements that support the development of social capital and the collective decision-making processes leading to a common vision. According to Senge (2006) and Van Den Belt et al., (1998), a common social vision facilitates the consideration of

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alternative futures and acts as a normative filter, producing suggestions for public policies and doable human action. City management has become increasingly difficult due to the complexity of social life. People and places are no longer as closely linked as they once were (Healey, 1997). Urban areas face important and complex problems that are often linked to other challenges and trends. Linking diverse sectors and sometimes different local government entities is important to solve these difficulties (Slack, 2007). A municipal organization in Bangladesh called City Corporations works to improve the infrastructure and environmental services that are offered in urban areas. The development economy is growing more dependent on rapid urban expansion, which is also making it more challenging for local governments to devise and implement policies that will ensure sustainable urban growth. This is why it is essential that basic services be delivered efficiently for everyone's well-being. Prosperous investment and economic expansion in urban areas need effective infrastructure delivery and management. In an increasingly urbanized culture, it will be vital to ensure that public services in urban areas serve both the general populace and the destitute. It is now well-accepted that governance components have a significant role in either restricting or promoting effective service delivery (Jones et al., 2014).

Rather than an endeavour to regain control, urban governance is an endeavour to manage and regulate diversity and to be creative in urban zones that are experiencing major change (Kearns & Paddison, 2000). Successful service delivery may be attained when citizens have access to the services provided and service provision responds to demand in an efficient manner (Islam & Yeasmin, 2015). Thus, the goal of the research is to evaluate how well the urban service delivery system of Cumilla and Chattogram City Corporation works. In order to enhance service, it also seeks to examine the kinds of urban services that are provided to the general public, highlighting their advantages and disadvantages as well as providing answers to current issues. Everyone knows how tough it is for them to provide essential urban services. Urban services are provided by the City Corporation, an urban municipal government, as is well known in Bangladesh. Nevertheless, as sources of capital formation in their present role as civic amenity providers, these organizations largely depend on other organizations to build infrastructure, provide utilities, and offer other services (Islam & Yeasmin, 2015). Development at the local and national levels depends on the local government's dedication to eliminating poverty and promoting economic expansion (Islam, 2015). This article aims to describe important elements of a social capital framework in order to generate hypotheses about how institutional structure influences urban local government service delivery and to articulate the relationships between service delivery and citizen satisfaction. Specifically, outlines social capital's theoretical foundations, draws a link between social capital theory and local government service delivery, and talks about the importance of integrating social capital theory into ecological research on the social vision that can link behavioural rational choice at the individual level and citizen satisfaction.

2. The Essence of Social Capital

The scholarly discourse on social capital is often shaped by two key factors: (1) the narrow perspective on social capital held by certain political scientists, such as Fukuyama (1995), and (2) the inherent connection between interpersonal relationships, trust, and outcomes in politics and the economy. Issues have been raised concerning the methodology used in the study, namely the confusion between causality and the use of defective social survey data on generalized trust. These issues question the validity of making generalizations about the functioning of the economy and the political system as a whole based on such data (Jackman & Miller, 1998). Individuals with more social capital are able to more effectively achieve their goals by using their social network to obtain resources and services, as well as by engaging in collective action (Castle, 1998). Social capital may serve as a "public good" at the local or contextual level, leading to positive effects on the overall well-being of society (Putnam et al., 1994).

Political science often tends to support the interpretation of social capital that has the greatest limitations. The concept of the "civil society" viewpoint, as defined by Putnam et al. (1994), is based on the idea that networks of voluntary trade emerge within a culture characterized by trust and tolerance. Social capital encompasses the elements of social organization, such as regulations and connections that facilitate effective communication and collaboration among group members in order to achieve shared objectives. A community that has received a substantial inheritance of civic engagement networks, which uphold robust standards of reciprocity and good behaviour, is more prone to seeing voluntary collaboration. Regular and reciprocal interactions among individuals result in the creation of social capital. This generates three positive externalities that are advantageous for the economy: it enables the spread of information regarding other individuals' actions, thereby mitigating the problem of opportunism; it facilitates the dissemination of information about technology and markets, thereby reducing information-related market failures; and it enables collective action (Collier, 1998).

Advocates of this perspective emphasize the need for a robust civic society and advocate for "generalized trust," which refers to trust that goes beyond in-person interactions (Stolle, 1998). They argue that these factors have a crucial role in determining both economic and political achievements. Based on the concept of social capital, vertical networks, regardless of their density, are unable to foster social trust and cooperation due to their reliance on individual information hoarding, hierarchical control, and opposing interests. Conversely, horizontal networks that are based on equality and reciprocity, such as neighbourhood associations, cooperatives, sports clubs, and other organizations, facilitate frequent sharing of information and cultivate trust among members (Schiavo-Campo & Sundaram, 2000). Trust, at a lesser level, refers to the anticipation among members in a group for consistent and cooperative behaviour, which is grounded on generally recognized standards. This approach involves promoting interactions in game-like situations to enforce acceptable behaviour. Social norms include moral and just ideas, as well as secular standards such as conduct laws and professional norms. Cultural techniques are used to cultivate and propagate norms. The word "culture"

encompasses the idea that moral norms are developed via the consistent practice, transmission of customs, and guidance provided by influential figures. Many theories recognize the advantages of deviating from rigid short-term maximizing principles, including those for the individual (Paldam & Svendsen, 2000).

3. Connecting the Dots of Social Capital, Collective Action, and Importance

In the field of political science, there has been an increased focus on social networks, civil society, and "social capital" in the past 15 years. This interest is also evident in the fields of sociology and economics. The primary focus of the majority of the study has been on the underlying factors that drive collaboration and the mechanisms through which trust develops. Humans create effective management organizations for public goods by collaborating (Ostrom, 1990). Social capital is believed to enhance the creation of quasi-public and public goods by increasing knowledge levels in production, transformation processes, and trading partners, and by leveraging the advantages of trade via specialization. By establishing institutions that provide incentives for sustained cooperation and fostering higher levels of trust among trade partners, the costs associated with commerce are reduced (North, 1993; Woolcock, 1998). Unlike other types of capital, social capital actually appreciates in value as it is used (Ostrom, 1999).

The social capital theory posits that norms and rule-governed interactions serve as valuable assets that individuals may use to get services, mitigate risks, acquire knowledge, and coordinate collective efforts (Grootaert, 2001). According to the theory of behavioural rational choice, there is a fundamental connection between reputation, trust, and reciprocity norms that may enhance cooperation and ultimately lead to greater overall benefits (Ostrom, 1998). Enhancing one's comprehension of the reliability of others might independently enhance productivity, while also being essential for the efficient coordination of group endeavours (Collier, 1998). Gaining knowledge of physical manufacturing processes may enhance productivity, yet it is not essential for good group collaboration. Every social interaction may be seen as influencing basic linkages or global knowledge. In order to reap the advantages of commerce, it is essential to invest in and preserve social capital, which is crucial for fostering cooperation and productivity. Social capital consists of trust, reciprocity norms, reverence, and reputation (Rudd, 2000).

Political performance is inherently more difficult to define and assess compared to economic success, yet it is undeniably interconnected with both (Coleman, 1988; Nee & Ingram, 1996). The likelihood of countries enduring for an extended period in a world characterized by tension, rapid change, and an abundance of advanced weapons capable of causing widespread destruction is significantly enhanced if they can successfully avoid engaging in warfare. Collaboration to get the advantages of commerce is more probable in societies that are stable and have greater levels of interpersonal trust and/or a legal system that allows strangers to make dependable contracts (Williamson, 2007). Participatory democracies rely on face-to-face contact, conversation, contestation, and critical assessment as crucial elements. These activities play a vital role in informing, educating, expressing community preferences, and aiding in problem-solving within an

open society. Ecological economists study how self-governing systems make decisions collectively using the social capital framework. They also maintain a strong focus on individual-level behaviour, which is the primary factor influencing environmental change. The social capital theory provides theoretical support for the central significance of social vision. It also guides the development of theories and models that examine how specific structural factors involved in the formation of a vision impact the probability of cooperation and collective action (Rudd, 2000). A society with more social capital will possess a stronger capacity to avoid violent conflict, harness the advantages of increased specialization, and possess a deeper understanding of the social and physical dimensions associated with the production and distribution of public goods. In order to establish a link between theories on the decision-making of individuals, the decision-making of groups, the capacity to maintain ecological balance, and the societal forces that contribute to environmental changes, ecological economists will have to include concepts from social capital theory. We will not be able to achieve longevity and prosperity until that time (Rudd, 2000).

4. Social Capital at Urban Local Government in Bangladesh

In countries like Bangladesh, the national government has given more development responsibilities to local government organizations in urban areas. These responsibilities include providing basic services and facilities, such as infrastructure and utilities, to the local population (. Despite the adverse socioeconomic and environmental circumstances resulting from rapid population growth in metropolitan centers, cities in Bangladesh are playing a crucial role in the country's development. Specifically, the main metropolitan areas have seen rapid expansion. A significant portion of Bangladesh's urban population faces a lack of access to vital public utilities as a result of the country's high level of urbanization (Islam & Yeasmin, 2015). The satisfaction levels of residents may vary depending on their use of public services. If individuals have mostly positive experiences, it is probable that inhabitants will sense satisfaction (Christensen & Læg Reid, 2005). The inadequate quality of some public services is indicative of the absence of accountability and the inefficient handling of citizen grievances. Service disruptions have a detrimental effect on economic activity and productivity, and they tend to disproportionately affect the disadvantaged. Consequently, many low-income families are compelled to resort to alternatives that are costlier and of worse quality. The City Corporation is the most influential entity in urban administration at the upper echelons of municipal government. It provides a range of urban services that are very effective in enhancing the quality of urban living. This research aims to accurately assess the service-providing system in Cumilla and Chattogram City Corporation, with the goal of evaluating the effectiveness of governance in delivering services in both cities (Islam & Yeasmin, 2015). The greater the extent to which the concerns of the inhabitants are taken into account, the higher their level of satisfaction with the services they get. This not only serves to establish the credibility of local government organizations but also highlights their dependability. This research assesses the level of satisfaction among constituents in Bangladesh's leading

urban local government organizations about the services provided by city corporations and the establishment of social capital.

Enhanced local government performance should lead to increased citizen satisfaction, hence fostering a positive perception of the government (Mahmud, 2021b). The correlation between the state and society will get stronger as the level of satisfaction of people with public institutions, such as municipal corporations, and the process of governance increases. The Local Government (City Corporation) (Amended) Act 2011 aims to enhance the authority of the institution to effectively perform governance and service delivery responsibilities, with a focus on the local citizens. The continual high levels of public satisfaction that municipal corporations obtain for their services show that citizens have high expectations for the employees working in these organizations. Public officials' adherence to the law's standards of behaviour is a prerequisite for achieving higher satisfaction, leading to favourable results for governing bodies and society at large. The need for citizen satisfaction in city corporations is evident since the public's endorsement of the government's execution of public policy is impacted by the contentment of people with the services offered by public institutions such as city corporations (Mahmud, 2021a). The service provided by local government institutions should prioritize the well-being of individuals and the growth of social cohesion to establish a reliable bond between these institutions and the local populace. The primary objective of the research is to provide a statistical analysis of the level of satisfaction among residents with the services provided by all twelve municipal corporations in the country. The objective of this research is to ascertain the factors that impact the level of satisfaction residents have with municipal firms and the extent to which they generate social capital.

The research examines the relationship between residents' happiness and the performance and responsiveness component as a means of developing social capital in Bangladesh. The study focuses on twelve municipal corporations in Bangladesh. The research uses statistical analysis to establish the relationship between two or more variables and identify the aspects that influence the inhabitants' happiness. The primary components of this mixed-method research are the Key Informant Interview (KII) conducted with municipal corporations and a questionnaire survey. (Cumilla and Chattogram). The main objective of the research was to evaluate the extent to which social capital is being developed in connection to the services provided by municipal corporations in Bangladesh. The aim was achieved by using a mixed approach based on the replies of respondents who directly used services from municipal corporations. The objective of this research is to statistically extrapolate the perspectives and viewpoints of respondents about the delivery of services and descriptive information by municipal corporations. Consequently, the research has concentrated on certain municipal corporation functions, including birth and death registration, health and education services, garbage management, and fundamental public amenities.

Table: 1 Sample Size

Institutions	Categories	Total
Cumilla City Corporation	Elected representatives	10
	Staff/officials	10
	General citizens	80
Chattogram City Corporation	Elected representatives	10
	Staff/officials	10
	General citizens	80
Total Respondents		200

Source: research results

Table 1 indicates that the sample size for the survey was 200 respondents, with 100 respondents from each of the two cities, Cumilla and Chattogram. The respondents were categorized into three groups: elected representatives, staff/officials, and general citizens. In Cumilla City Corporation, the sample size for elected representatives and staff/officials was 10, while the sample size for general citizens was 80. Similarly, in Chattogram City Corporation, the sample size for elected representatives and staff/officials was also 10 each, while the sample size for general citizens was 80. This table provides a breakdown of the sample size for each group within each city, which is useful for analyzing the survey results and drawing conclusions based on the responses received from each category of respondents.

Table: 2 The Social Capital Performance of Urban Level
(Response of Cumilla and Chattogram City Corporation Respondents)

Criteria	Name	Excellent	Very Good	Good	Average	Little	Not satisfactory
The level of the inclusiveness	Chattogram City Corporation	(12%)	(14%)	(8%)	(58%)	(6%)	(2%)
	Cumilla City Corporation	(5%)	(24%)	(14%)	(20%)	(36%)	(1%)
The level of the reliability	Chattogram City Corporation	(2%)	(13%)	(51%)	(16%)	(14%)	(4%)
	Cumilla City Corporation	(4%)	(12%)	(40%)	(22%)	(19%)	(3%)
	Chattogram City Corporation	(4%)	(28%)	(37%)	(23%)	(6%)	(2%)

The level of responsiveness	Cumilla City Corporation	(4%)	(11%)	(16%)	(46%)	(18%)	(5%)
The level of courtesy	Chattogram City Corporation	(3%)	(7%)	(23%)	(51%)	(15%)	(1%)
	Cumilla City Corporation	(9%)	(7%)	(24%)	(50%)	(8%)	(2%)
The level cooperation	Chattogram City Corporation	(4%)	(14%)	(35%)	(37%)	(10%)	(0%)
	Cumilla City Corporation	(11%)	(16%)	(39%)	(25%)	(4%)	(5%)
Maintenance of moral values	Chattogram City Corporation	(15%)	(10%)	(29%)	(40%)	(5%)	(1%)
	Cumilla City Corporation	(0%)	(10%)	(30%)	(50%)	(5%)	(5%)
The level of trust	Chattogram City Corporation	(6%)	(37%)	(47%)	(10%)	(2%)	(4%)
	Cumilla City Corporation	(5%)	(12%)	(29%)	(23%)	(21%)	(10%)

Source: Field Survey, 2020

Table 2 shows the social capital performance at the urban level. Coordination and moral values are critical components of social capital development. Another crucial aspect of social capital is inclusiveness, Reliability, responsiveness, courtesy, and trust. The City Corporation's councilors, officials, and employees are all involved.

5. Level of Inclusiveness:

The majority of respondents in Chattogram City Corporation (58%) described their reaction as "average". Chattogram City Corporation, most of the respondents (58%) said "average" in response. Ordinary people are afraid of bureaucratic complications. Implementing a politically appropriate action plan will increase people's dependence. Land issues are easily resolved politically. Only 6% of the respondents said "little" in response. The amount of credibility is declining day by day due to political arbitrariness. Dependence is declining due to the inability of political representatives to work independently. There is no alternative to the political leadership to solve problems quickly. One of the officials expressed his view, "**Because of bureaucratic procrastination, people depend more on politics. Dependent and coronal government bureaucratic dependent figure is seen more. The amount of Reliability is declining day by day due to isolation.**"

However, the majority of respondents (36%) in Cumilla City Corporation said that they had "little" to say. In a developing government or society, political leadership is vital. Political leadership is used to identify the issue and provide a solution. Socioeconomic

growth has a greater impact on political leadership, although maintaining objectivity is difficult. In addition, 14% of respondents rated this as "good" as women participate in decision-making. One percent of those surveyed expressed dissatisfaction. Political unpredictability is the reason for the steadily declining level of consistency. One of the respondents articulated his view, "***Lack of proper leadership has eroded political dependence, and the credibility is declining day by day due to failure to keep promises.***"

6. Level of Reliability

The majority of respondents in Chattogram City Corporation (51%) gave the answer "good". Most service receivers received the response that the City Corporation makes an effort to provide services in accordance with demand. Furthermore, 14% of the participants made little comments.

One of the officials expressed his view, "***Due to lack of additional population and capacity or lack of skilled manpower, lack of political will and political arbitrariness, and we cannot provide services as per the needs of the people***". In contrast, 40% of respondents in Cumilla City Corporation rated the answer as "good." In terms of the City Corporation's procedural services, the extra demands of the ignorant inhabitants are insignificant. Of the responders, 19% did not say much. On-time service delivery is unattainable due to a shortage of qualified human resources. The bare minimum of municipal amenities has not yet been attained, but many communities are now experiencing facility shortages.

7. Level of Responsiveness

The majority of respondents (37%) in Chattogram City Corporation gave the answer "good". The attendees said that almost all of the service recipients' remarks might be sent at any moment for any kind of service to the City Corporation. Furthermore, "little" was the answer given by 6% of respondents. Daily public avoidance by the politicians ensured that their requests and complaints went unanswered.

However, the majority of respondents (46%) in Cumilla City Corporation described their reaction as "average". The government was always kind and accommodating to the poor. These respondents also mentioned how quickly the City Corporation responded to any crises. Additionally, 16% of respondents rated their answer as "good" because they remain optimistic, helpful, and eager to help individuals overcome their problems. Because the politicians were too preoccupied with their political responsibilities to address the issues facing the public, 18% of the respondents answered "little" in their response.

8. Level of Courtesy

The majority of respondents in Chattogram City Corporation (51%) described their reaction as "average". They said that sometimes they provide coffee to clients who are waiting for assistance. Furthermore, 23% of respondents rated the authorities' interactions with the service user as "good" as they were consistently kind and spoke with them. According to those surveyed, service providers also gave consideration to people's

needs outside of regular business hours. 15% of the respondents gave another "little" answer. Individual differences in courtesy mean that wealthier individuals often get more courtesy than impoverished ones.

However, the majority of respondents (50%) in Cumilla City Corporation described their reaction as "average". According to the respondents, politicians maintained a façade of good behavior in order to protect their reputation and brand image. Additionally, 24% of the respondents gave the "good" answer because they felt obligated to the public to ensure politeness and adequate service. They had different tendencies and behaved differently from each other.

9. The Level of Cooperation

The majority of respondents in Chattogram City Corporation (35%) gave the answer "good". On the other hand, the municipal corporation fully cooperates in reducing local crime. Due to a lack of trained human resources and accountability, the majority of service receivers who are taking part in the survey are time-dependent on demand yet are unable to give full cooperation. The people do not profit from collaboration, and even when it is, it is not given promptly due to a shortage of qualified human resources. ***"As a local government body, it is impossible to meet the additional demand due to lack of capacity,"*** said one of the officials. Yet, the majority of respondents (39%) in Cumilla City Corporation gave the "good" answer. There are instances when biased intervention fails to get cooperation.

10. Maintenance of Moral Values

The majority of respondents in Chattogram City Corporation (40%) characterized their answer as "average". Even while morality was valued by the authorities, they sometimes disregarded it and engaged in nepotism and corruption—such an untenable system. Furthermore, 5% of respondents said "little" since political meddling often erodes moral principles. By ethically ignoring their task, the three political representatives may be permitted to misuse their position of authority. The moral foundation is not always there. Taxation is obviously arbitrary in its allocation and places a greater emphasis on politics than on morality. Merely 1% of the participants expressed dissatisfaction. One of the officials expressed his view, ***"There is no moral value in service. The three city corporations strive to uphold ethical values in their work. Political interference is a lot of the time."***

On the other hand, at Cumilla City Corporation, the majority of respondents (50%) said "average". While they make an effort to uphold ethics, political representatives in the service delivery sector are not perfect. While political officials often stress moral principles, the majority of service receivers believe that severe mismanagement may result in political arbitrariness, political meddling, and a lack of responsibility. Moreover, thirty percent of the respondents gave the "good" answer because political leadership has a big role in deciding how ethically people should conduct their daily business. In answer, 5% of the respondents replied "little". In order to further one's interests, morality is

ignored. A severe depreciation of ethics is a state of disarray in the health system. Five percent more respondents expressed unhappiness. The administration of the creation of political representation party identity initiatives was found to be irregular. The deployment of corruption shelter projects is increasing.

11. Level of Trust

The majority of respondents in Chattogram City Corporation (47%) gave the answer "good". Large issues may be quickly and easily resolved with political leadership. More trust might be built if the political leadership could function effectively. Furthermore, 4% of respondents rated their answer as unsatisfactory due to the reason that people would never be able to trust political leadership to provide solutions to their issues. The general public, however, finds it hard to comprehend that the political representatives have become so few in number. The three political leaders are becoming less and less credible every day. Merely 2% of the participants replied with "little". One of the officials expressed his view, ***"Special places are being lost day by day due to not being able to keep silent promises worthy of political accountability."***

Conversely, in Cumilla City Corporation, 23% of the participants responded with "average". Individuals' progress is being impeded by political leadership. Developing political leadership is not a substitute for representative government. 10% of respondents, however, said that it is obvious that the present attitude is arbitrary. Political meddling is slowly destroying the trusting environment. People dislike the complexity of bureaucracy considerably more than they dislike the political leadership. Additionally, 29% of respondents rated the answer as "good" as they believe that political representatives are very capable of resolving issues for the public. For this reason, bureaucracy in politics may be relied upon. In answer, "little" was stated by 21% of the respondents. The conviction in reality is weakened by the absence of a qualitative role and conscientiousness in the absence of political responsibility. One of the respondents articulated his view, ***"If the services can remain free from political influence, more trust will be created. The bureaucratic complexity is not to the liking of the common person. So you have to trust the political representatives."***

Table: 3 The Overall Performance Assessment on Social Capital
(Response of Cumilla and Chattogram City Corporation Respondents)

Criteria	Indicator	Chattogram Corporation	City	Cumilla Corporation	City
The satisfactory level of overall performance	Yes	(70%)		(74%)	
	No	(23%)		(6%)	
	No Comments	(7%)		(20%)	
The level of satisfaction	Excellent	(21%)		(22%)	

	Very Good	(19%)	(16%)
	Good	(32%)	(30%)
	Average	(22%)	(17%)
	Little	(6%)	(6%)
	Not Satisfactory	(0%)	(9%)

Source: Field Survey, 2020

Table 3 shows the overall performance assessment. This metric assesses how satisfied people are with the City Corporation's progress.

12. The Satisfactory Level of Overall Performance

The service beneficiaries polled by Chattogram City Corporation were provided with assistance based on their individual requirements. However, their level of satisfaction varied, with around 70% of service receivers receiving the services they requested and 23% of respondents expressing dissatisfaction with the municipal corporation's participation. Once again, the remaining 7% said nothing about the offerings of City Corporation. But in Cumilla City Corporation, the majority of respondents (74%) gave a "positive" answer. A statistically significant proportion of participants expressed optimism about an improvement in service quality. Six percent of the respondents disagreed, saying the City Corporation has addressed the issues raised by the public in a sincere and appropriate manner. These findings imply that while people in both cities have a good opinion of social capital building as a whole, there could be some disparities in their degrees of participation and pleasure. In order to determine the potential causes of these variations and investigate strategies for enhancing the general effectiveness of social capital generation at the metropolitan level in both cities, further investigation is necessary.

13. Level of Satisfaction

The majority of respondents in Chattogram City Corporation (32%) gave the answer "good". The authority gives importance to serving by upholding morals. Furthermore, since there was still political unrest and unemployment in the region, 22% of respondents rated the area as "average". Merely 6% of the participants replied with "little". Political leadership has become a source of distrust because it is not interacting with the public. The political leadership's reputation was eroding throughout the previous season. Why wasn't it administered correctly in the civil service? ***"There is a lack of skilled human resources and competent leadership,"*** said one of the executives. There is an overabundance of people, corruption, and a lack of implicit civic ethics. Additionally, improper and disjointed planning is evident." However, the majority of responders (30%) in Cumilla City Corporation gave the "good" answer. More community service projects

have recently been provided by City Corporation. Furthermore, since they are attempting to maintain efficient coordination among service providers, 16% of the respondents gave the opinion of "very good." In answer, 6% of the participants indicated "little". The majority of people lack awareness, are not strategic thinkers, and are morally bankrupt or involved in corruption. In service organizations, there are anomalies and a lack of coordination. Together with a lack of preparation, there is also a lack of goodwill. ***"Political instability and weak political structure is the main hindrance regarding the level of satisfaction,"*** said one of the respondents. According to the replies taken as a whole, the citizens of both cities are generally satisfied with the degree of social capital building at the urban level. Nonetheless, a far higher percentage of Cumilla City Corporation citizens deemed the degree of satisfaction to be unsatisfactory, suggesting that there could be some obstacles or opportunities for development in both cities.

14. Recommendations

- **Involve people in planning:** Involving people in the planning of social capital is an essential step in building strong and resilient communities. By providing opportunities for residents to share their ideas and concerns, they can create a sense of ownership and investment in social capital projects, which can help foster trust, cooperation, and a shared sense of responsibility for the success of the project.
- **Ensuring transparency and accountability of service providers:** It is crucial to establish trust and confidence in the system. Through the implementation of explicit protocols and criteria, the supervision and assessment of service providers, the establishment of channels for reporting and resolving grievances, and the facilitation of openness in the distribution and administration of resources.
- **If the city corporation can work independently and increase its own capacity:** It has the potential to significantly affect the growth of urban areas in Bangladesh. To ensure that social capital is efficiently utilized to enhance the quality of life for urban residents, the city corporation may strengthen relationships with existing community organizations, establish new initiatives, forge partnerships with other stakeholders, and develop internal capacity.
- **Ensuring public involvement and proper accountability in planning:** Urban planning is crucial for the efficient and long-lasting development of urban areas in Bangladesh. By engaging the public in the planning process and creating systems for oversight, the municipal corporation can guarantee that social capital programs are attentive to the community's needs and are executed in a clear and efficient way.
- **Recruit skilled manpower and adopt sound planning:** Ensuring the effective implementation of social capital initiatives in urban areas of Bangladesh is of utmost importance. By developing comprehensive plans and recruiting competent personnel, the city corporation can guarantee the effective and

efficient implementation of social capital initiatives, ultimately attaining the desired results.

- **Increase and strengthen civic service activities:** The city corporation can foster a more engaged and participatory community and ensure that social capital initiatives are more in line with the requirements and priorities of local communities by increasing and enhancing civic service activities of social capital. Consequently, this can foster increased community ownership and sustainability of social capital initiatives, thereby contributing to enhanced social and economic conditions in urban regions of Bangladesh.
- **By formulating and implementing a plan with all the service providers:** The city corporation can ensure that social capital services are responsive to the requirements and priorities of the community and are delivered in a coordinated and efficient manner. By fostering increased community ownership and sustainability of social capital initiatives, urban areas in Bangladesh may experience enhanced social and economic outcomes.
- **By involving people and recruiting skilled manpower for social capital:** The city corporation can ensure that social capital services are tailored to the particular requirements and priorities of each community, as well as enhance their quality and efficacy. Enhanced social and economic outcomes may result from increased community ownership and sustainability of social capital initiatives in urban Bangladesh.
- **The capacity of the city corporation has to be increased and it has to work independently:** Communities can be actively involved in the planning and implementation of social capital services, and urban areas in Bangladesh can ensure their effective and efficient delivery. Better social and economic outcomes for communities may result from this, which may also aid in fostering social cohesion.
- **Good governance must be established:** Urban regions in Bangladesh can guarantee the efficient and equitable provision of social capital services, while also involving communities in the strategic development and execution of such initiatives. This has the potential to foster social cohesion and improve communities' economic and social conditions.
- **Growing political leadership on its own and building effective coordination among service providers:** By involving communities in the planning and implementation of social capital services and ensuring that their delivery is coordinated and collaborative, urban areas in Bangladesh can facilitate the delivery of these services. This has the potential to foster confidence and trust in the government, thereby facilitating improved social and economic conditions for communities.
- **By ensuring public participation:** City corporations can ensure that social capital services are responsive to community requirements and that communities feel engaged and invested in the development of their neighborhoods and urban areas through their participation in the planning and delivery of such services. As

a result, communities may experience enhanced social and economic outcomes, in addition to more effective and efficient service delivery.

- **Stop procrastination and ensure proper response:** It is possible to tackle the problem of procrastination and guarantee an appropriate response in the administration and growth of social capital. This measure will contribute to the advancement of sustainable development and enhance the quality of life for urban dwellers in Bangladesh.
- Enhancing the efficiency of municipal corporations and facilitating public engagement in social capital initiatives can contribute to the improvement of social capital services' quality and efficacy, thereby fostering more favorable social and economic consequences for urban regions in Bangladesh.
- We need to build effective coordination between service organizations and increase civic amenities.

15. Conclusion

This research evaluates the efficacy of political leadership in two Bangladeshi municipal corporations, with a focus on social capital creation. The report advocates for a more welcoming and participatory approach to governance that fosters inclusiveness and civic participation. The research on social capital production at the urban level in Bangladesh highlights the importance of social capital in the development of cities and the well-being of inhabitants. Comparing Cumilla City Corporation with Chattogram City Corporation reveals that although both have made significant progress in enhancing their social capital, there is still an opportunity for improvement. The study makes many recommendations, including involving people in the planning and implementation of social capital, making sure service providers are open and responsible, employing skilled workers, boosting civic involvement, and establishing robust governance. The paper emphasizes the need to ensure public participation in the development and upkeep of social capital, boosting the capacity and autonomy of municipal corporations, and encouraging effective coordination among service providers. This research highlights the need for continuous efforts to increase social capital in Bangladeshi cities to promote sustainable development, enhance the well-being of citizens, and ensure that everyone has a bright future. The research concludes that Chattogram City Corporation's political leadership is more successful than Cumilla Corporation's in terms of people's overall performance satisfaction.

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