The Role of Think Tanks in Social Policy-Making: The Bangladesh Perspective

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Abstract
Think tanks uphold up-to-date policies through evidence-based research, the exchange of views and ideas among multifarious stakeholders, and civic activism in most of the countries of the world. Historically, the formation of the Clarkson's Committee in the US is regarded as the first think tank, which focused its efforts against the African Slave Trade in 1782. Now, in many countries of the world, especially in Bangladesh with different nomenclatures, these think tanks are playing a crucial role in different affairs of the state and society. The prime focus of this study is to examine the role of think tanks in social aspects, such as with health, education, gender, poverty, and the environment. Based on secondary data and information derived from literature reviews, the author quite strongly argues that the think tanks of Bangladesh are playing a very positive role in social policy making through research, dialogue, programs, projects, and civic activism. However, it has also been found that Bangladesh’s think tanks have witnessed some gaps in terms of performance in comparison to global think tanks when playing a role in the policy-relevant issues. Hence, some recommendations have been made to improve the roles of think tanks in Bangladesh.

Keywords: Think Tank, Role, Policy, Social Policy-Making, Bangladesh

Entrepreneur

Introduction
Amid the inclusion of governance phenomena in the governing process of state, the politico-administrative model has changed, with the assembly of socio-political actors becoming the partners of the governments of different countries of the world. Think tanks as such sort of actors like lobby groups, NGOs, research institutes, public relation agencies, and development institutions, and function coherently at a striking rate to design public policies in social areas, including health, gender, education, culture, and the environment (Urrutia, 2013; Shaw, Russell, Parsons, & Greenhalgh, 2015; McGann, 2018). Thus, the
social roles of think tanks have been predominant in the realm of the governance of the country.

Despite the enormous roles of think tanks in the policy-making process, existing researchers barely cover their social role within this process. However, this paper seeks to answer what role think tanks play in social policy-making in certain countries, such as Bangladesh. With this backdrop, this study is attempting to examine the roles of the think tanks of Bangladesh in social aspects such as health, education, gender, poverty, and the environment. Based on secondary data, content analysis is carried out by reviewing the relevant literature. The first section of the study elucidates an introduction, together with the study’s conceptual framework based on literature reviews. The second section underscores the objectives and the methodological interpretation of content analysis, following a ‘theme-based analysis’ approach for interpreting the social policy-making role of Bangladesh’s think tanks. The third section pinpoints the performance gap between global think tanks and those of Bangladesh, and the last section presents the study findings, concluding observations, and recommendations.

**Literature Review**

The whole gamut of literature, which revolves around think tanks, can be categorised as: definitional; a think tanks way of working and their roles in social policy making. In general, think tanks produce accumulated ideas or thoughts and inevitably disseminate these ideas to the targeted spheres, especially the policy-relevant fields (Shaw, Russell, Parsons & Greenhalgh, 2015; Haughton, & Allmendinger, 2016; Salas-Porras & Murray, 2017; McGann, 2018).

Think tanks are mainly categorised into public and privately sponsored, which brings together a batch of professionals carrying out research in the respective fields of orientation and pushing their study outputs to the public to influence them (Islam, 2007; Weaver, 2017; McGann, 2018; Coman, 2018). Ahmed Khaled Rashid is of the same opinion on the influencing role of think tanks over the citizenry life. He quoted that, “think tanks have enormous potential to offer independent, reliable, accessible, and useful information that could assist better policy making, which could positively impact on the lives of the citizens” (Rashid, 2013).

Think tanks have a myriad of area-concerned motives that they intend to fulfil through their activism (Urrutia, 2013; Weaver, 2017; McGann, 2018). In this regard, Ahmad and Baloch (2014: 103) pointed out that, “a think tank is an institute, organisation, or corporation, that conducts research and engages in advocacy in areas such as social policy, political strategy, science or technology, industrial or business policies, as well as military advice”. Goodman (2005) emphasised problems in different policy-relevant fields and their solutions to satisfy prescribed goals, stating that, “a think tank is an organisation that sponsors research on specific problems, encourages the discovery of solutions to those problems, and facilitates interaction among scientists and intellectuals in pursuit of these goals”. In fine, as policy institute, research organisation, think tanks are engaged in conducting rigorous research work, advocating in different areas such as social, political, scientific, technological, industrial and military policy orientated areas of the country.

Think tanks encourage well-versed policies through proof-based research, multi-stakeholder discourses, public activism, and effective outreach in most of the countries of the world (CPD, 2018; McGann, 2018). To accelerate the works of think tanks, there are some significant components that constitute the think tanks. Haass (2002) quoted that, “think tanks influence the policy-making process in many ways, such as generating
original ideas, supplying a ready pool of experts for employment in government, offering venues for high-level discussions, educating citizens, and supplementing official efforts to mediate and resolve conflict”. These think tanks are playing roles not only in political, economic, and foreign affairs, but also in social policy-relevant issues (Lupton and Hayes, 2018). In fact, think tanks’ operational agendas cover all sides of public policy by ‘advocating’ (Rich, 2004; Lupton and Hayes, 2018) and encouraging government cooperation to reach the optimal level of policy decision.

Think tanks have a significant role on the social policy-relevant issues in many countries. For instance, “society as a whole, on local, regional, and international levels, stands to gain by their research, outreach, and the policy discussions they aim to lead” (Sheikh, 2015). Education is the main social issue on which think tanks’ policy exchange programs are myriads in the different parts of the world. In general, think tanks carry out crucial programs in the educational sector and circulate suggestions for government and other stakeholders to influence their concerned works (Slay, 2017; Lubienski, Brewer & La Londe, 2016; McGann, 2018). The gender related policy research has been one of the major parts of the policy research attributed to the global think tanks. The Institute for Women’s Policy Research conducts and communicates research to encourage civic conversation, suggest guiding principles, and develop the lives and privileges of women of different levels and backgrounds (IWPR, 2015). “The think tanks dared to go beyond, there is ample evidence that think tanks, even those started by the leading political analysts and economists, are striving to make policy on social issues (Nader, 2015)”

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<th>Literature Review in Brief</th>
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<td>Concept of Think Tank</td>
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<td>As policy institutes, research organisations, think tanks are engaged in conducting rigorous research work, advocating in different areas such as social, political, scientific, technological, industrial, and military policy-orientated areas of the country.</td>
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Conceptual Framework

A conceptual framework is a systematic device with several variations and contexts. It is used to make theoretical characteristics and systematise ideas. According to Ticehurst and Veal (2000: 32), “a conceptual framework indicates how a researcher views the concepts involved in a study-especially the relationship between concepts”. Greater clarity in understanding the concepts addressed in this study indicate the relationship between the studied variables (Cooper & Schindler, 1998; Kumar, 1997). To give direction to the present study, the researcher developed a conceptual framework based on insights gained from previous study, mainly conducted by Richard N. Haass (2002) and other scholars. From the literature review, the author designed the following conceptual framework:
The explanation of these variables is as follows:

**Generating Ideas:** The main function of the think tank is to develop an original idea to provide policy input to the relevant agencies, organisations and policy makers, (Weaver, 2017). Think tanks, as public policy research organisations, produce new ideas that help formulate the future policy of the state. Most of the think tanks are very much concerned with focusing the issues to the consideration of the policy-makers and the people through providing concrete research, debate, and useful ideas and suggestions (Talbott, 2002). James Allen Smith (1993) considers think tanks in the name of one of his books ‘The Idea Brokers’.

**Supplying a Pool of Experts:** As independent and non-profit organisations, think tanks mostly depend on experts and their ideas exerting influence on the policy making process (Rich, 2004; Hernando & Williams, 2018). Zhu views that even the administration of a country urges the experts of think tanks to submit their research outcome for taking crucial policy decisions (Zhu, 2009). To this end, think tanks, professional organisations, and even the administration of a country, accelerates the process of supplying experts not only from the native country, but also external countries, which creates an abundance of opportunities for these experts to engage in policy process and research (Menegazzi, 2018; Hernando & Williams, 2018).

**High Level Discussions:** Think tanks are very much concerned with drawing the attention of policy makers to be engaged in public discussions concerning policy matters or changes using different technological devices (Zheng, 2008; Hernando & Williams, 2018). The think tanks assemble groups of individuals under their umbrella in the form of seminars, symposiums, public lectures, and study circles with a view to enhancing policy discussion and ideas for publication (Tesseyman, 1999). Think tanks exploit their potentials in the policy domain, holding policy discussions and generating a platform for policy debate. Moreover, these are the networking platforms in the policy process espousing the room for discussion (Rashid, 2013).
**Educating Citizens:** Think tanks attempt to enlarge the policy sphere by offering opportunities for knowledge, generating new ideas for debate, and educating public and researchers with the keen realisation of facts (Rashid, 2013; Menegazzi, 2018). Many global think tanks aim to take a broad-based policy attempt to educate the general masses, suggesting that state authority and societal order come to a unique platform for developing the process of public policy-making (Yong Tao, et. al, 2016; Weaver, 2017).

**Supplementing Officials Effort:** Think tanks have much enthusiasm to carry out studies and generate impartial policy-orientated knowledge through supplementing official efforts for mediating and resolving the inconsistencies among the different groups in the state. Scholars, belonging to professional positions in think tanks, participate in assessing the current global issues and the qualitative responses of the different governments worldwide (Haass, 2002; Weaver, 2017; Lupton & Hayes, 2018).

**Objectives of the Study**
The study mainly aims to look into the role of Bangladesh’s think tanks with regard to the social policy making decisions of the country. In addition, the study also aims to:

- Identify the performance gap between global and Bangladesh’s think tanks; and
- Provide suggestions for the think tanks of Bangladesh to play a vital role in the social policy making of the country.

**Methodology of the Study**
This study is mainly a qualitative study in the form of exploration. To explore the study objective, the author conducts content analysis. Content analysis is the well-recognised system of analysing the documents. Cavanagh (1997:5) stated, “content analysis allows the researcher to test theoretical issues to enhance understanding of the data. Through content analysis, it is possible to distil words into fewer content-related categories. It is assumed that when classified into the same categories, words, phrases and the like share the same meaning”. Data is analysed using the content analysis framework of theme, form, amount, and location (Raman, 2006; Azim et al., 2011). The current study is mainly based on ‘theme’ in which the study uses the ‘theme-based analysis’ for the social role of the think tanks of Bangladesh.

**Data Collection**
The author collects data from secondary sources by reviewing peer reviewed journal articles, books, websites, op-ed of different dailys—national and international, conference papers, and reports of the works of different think tanks worldwide, especially Bangladesh.

**Limitation of the Study**
The study is mainly based on secondary data, which is the first and foremost limitation of the study. Besides, the concept of the think tank, its typology and components vary from one theorist to another. It brings opaqueness in theory formulation. Despite an abundance of think tanks existing in Bangladesh, the researcher chooses only sixteen think tanks as
the study sample. A smaller number of think tanks constrain to get the optimal result of the study.

**Methodological Interpretation of the Study**

Content analysis is a research method based on the content of a particular document. Raman (2006) stated that data is analysed using the content analysis framework of theme, form, amount, and location. Apart from other analysing frameworks of content analysis, the present study covers the ‘theme’ based analytical tool to reach the study objective. The study uses the ‘theme-based analysis’ for the think tanks of Bangladesh to examine their roles in social policy making.

**Theme-based Analysis for the Role of Bangladesh’s Think Tanks in Social Policy Making**

This section analyses the content of sixteen think tanks of Bangladesh, with a view to looking into their role in social policy formulation based on ‘theme-based interpretations’. The present study constructed a list of five themes being educational, poverty, health, gender, and environmental issues of the social role of Bangladesh’s think tanks.

The think tanks of Bangladesh are multidimensional in that they play roles in the different socio-economic, political, and environmental issues needed for their development. In some situations, they are government research institutes and are distinguishable from government research organisations. Some are occasionally associated with university-affiliated research centres and institutes. In some instances, research organisations are interest group based. The study takes sixteen think tanks of Bangladesh that are categorised into government, independent, civil society, and interest group based. Under this disposition, think tanks in Bangladesh are contributing to the social policy making that the study vividly shows.

The Bangladesh Institute of Development Studies (BIDS) is a government think tank familiar with their role in providing policy input to the public policy-makers of the country. The BIDS Act 2017 (Article-6) sets out a plan to be adopted for social welfare activities as the part of policy suggestion to the economic development of the country. Section-E (BIDS Act 2017) underscores the conduct of the survey concerning social welfare to organise discussions, seminars, and panel discussions to achieve the set goals. BIDS’ functions are multi-dimensional, which aim to “promote excellence in policy research and extend the knowledge frontiers to facilitate learning in development solutions, especially in priority areas of development related to the social well-being of the poor and disadvantaged groups in society; collect and generate socioeconomic data to facilitate the conduct of analytical research on current economic and social issues and facilitate development planning and policy formulation by the government; and disseminate knowledge and research based policy options to the policy makers and assist them in designing credible development strategies for achieving economic and social goals” (BIDS, 2018).

As an independent non-profit and social action-based research centre, the Power and Participation Research Centre (PPRC) has been playing a crucial role in conducting research and policy advocacy on poverty, social protection, land, inclusive growth, governance, local governance, quality, basic education, and sustainable urbanisation. The mission and vision of the centre elucidates to “advance the causes of empowerment and
responsible citizenry, elimination of poverty, promotion of innovations and quality presence in global discourses” (PPRC, 2018).

The Bangladesh Centre for Advanced Studies (BCAS) is working as an independent, non-government, policy, research and implementation institute on Sustainable Development (SD) at local, national, regional, and global levels. BCAS promotes multidisciplinary and interdisciplinary approaches to run programs and projects by working under four broad themes, such as “environment-development integration, good governance and people’s participation, poverty alleviation and sustainable livelihoods, and economic growth and public-private partnership”. The overall aim of BCAS is to provide guidance and practical solutions to promote sustainable development, eradicate poverty, improve access of the poor to resources, and ensure social justice” (BCAC, 2018).

The Centre for Policy Dialogue (CPD) as a civil society think tank, promotes informed policies through evidence-based research, multi-stakeholder dialogue, civic activism, and effective outreach. CPD mainly researches on nine crucial areas, such as “macroeconomic performance analysis; resource mobilisation and fiscal policies; poverty, inequality and social justice; agriculture and rural development; trade, regional cooperation and global integration; investment promotion, infrastructure and enterprise development; climate change and environment; human development and social protection; and development governance, policies and institutions” (CPD, 2018).

Together with other broad-based objectives, the Bangladesh Institute of International and Strategic Studies (BIIS) aims mainly to assume and encourage studies, research, and dissemination of knowledge in the fields of international relations, national issues, and policies relating to security, defence and external relations, and international peace and security including strategic aspects, and to assist the Government, when required by it, in the planning, formulation, and implementation of policies in relevant fields (BIIS, 2018).

The Bangladesh Institute of Peace and Security Studies (BIPSS) is a non-party, non-profit, and independent think tank that offers a significant realm for academics, retired members of civil, foreign, and armed services, and media personalities to locate the broad-based agenda for peace and security issues. BIPSS has a four-part mission, which is to create a vibrant centre for researchers and policy communities; gather people from related disciplines and produce a new batch of analysts, scholars, and policy makers; and sponsor projects for keeping domestic and international peace in the twenty first century (BIPSS, 2018).

The Bangladesh Enterprise Institute (BEI) encourages and articulates the issues of importance to the private sector and seeks to persuade policy-makers. The institute also initiates measures crucial to the growth of a market-orientated economy in addition to the sustainable development of trade, commerce and industry. The BEI has a keen interest in the issues relating to regional and sub-regional cooperation in South Asia in areas of trade, investment, environment, transport, security, energy, and water resources (BEI, 2018).

For investing in women leadership and empowering women in all spheres of society, Bangladesh Women’s Foundation (BWF) was established in 2003. It mainly aims to bring positive changes to the livelihoods and well-being of women across the country. The foundation specifically funds and supports innovative transformative women’s rights initiatives, with the aim of creating a society on the basis of gender equality, human rights, and social justice. In fact, by supporting women, BWF intends to build dynamic communities through leadership development for bringing a sustainable change in their lives (BWF, 2018).
As a leading multidisciplinary research-come-action organisation, the Human Development Research Centre (HDRC) has been working in Bangladesh since 1999. The HDRC’s major areas of research are, “health and family planning, child and maternal issues, livelihood and food security, adolescence and youth, water-sanitation, poverty, land issues, indigenous people in hills and plains, public financing, management accounting, energy economics (focusing on rural electrification), migration and remittances, tobacco economics, governance and decentralisation, unit cost/value for money, value chain analysis, and gender” (HDRC, 2018).

Unnayan Onneshan is an independent research institution that aims to progress science-led independent research, evidence-based innovative approaches to public policies, ground-breaking alternative solutions on the ground, and empowering capacity building and community-based management for contributing towards progressive social transformation. It covers the area of health, education, poverty, and social protection, labour and worker’s rights, gender equality and women rights, climate change and disaster risk. The institute has four wings to study such as an economic policy unit, social policy unit, ecology and environment unit, and a capacity development and program management division (UO, 2018).

The BRAC Institute of Governance and Development (BIGD) at BRAC University, is a research centre that is creating knowledge in areas of governance, economic growth, political economy, urbanisation, gender issues, sustainable development, and regional studies. The objective of BIGD is to support its academic and training programs. “It does not limit knowledge creation to being an end in itself but rather to advance the pursuit of a just and prosperous society. Hence, it also plays an advocacy role to give voice to contemporary governance, political, and economic issues (BIGD, 2018).”

As a national legal aid and human rights organisation, Ain o Salish Kendra (ASK) assists people in legal issues to support the disempowered, especially women, working children, and general workers. It aims at creating a society on the basis of equality, social and gender justice, and rule of law (ASK, 2018).

The goal of Transparency International Bangladesh (TIB) is to reinforce “a participatory social movement to promote and develop institutions, laws, and practices for combating corruption in Bangladesh…” (TIB, 2018).

As a non-government think tank, the main objective of SHUJAN is to set up democracy and good governance in all spheres of the state and society (SHUJAN, 2018).

BRAC as a non-government and self-sustainable organisation, is providing poor people with the privilege in alleviating their poverty. It is also working in educational and health development programs along with other activities through their own network of development programs, social enterprises, and investments (BRAC, 2018).

Grameen Bank (GB) as non-government and semi think tank organisation, gives credit to the poor people without any collateral to fight poverty with a view to bringing development to the socio-economic fields of Bangladesh (Grameen Bank, 2018).

A detailed list of themes is presented in the table below:
<table>
<thead>
<tr>
<th>Name of Think Tanks</th>
<th>Education (Found as-)</th>
<th>Poverty (Found as-)</th>
<th>Health (Found as-)</th>
<th>Gender (Found as-)</th>
<th>Environment (Found as-)</th>
<th>Others</th>
<th>Concerned with Issues</th>
<th>Policy Relevant Role</th>
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<tr>
<td>Power and Participation Research Centre (PPRC)</td>
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<td>Poverty</td>
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<td>Social Protection</td>
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<td>Policy Advocacy</td>
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<td>Bangladesh Centre for Advanced Studies (BCAS)</td>
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<td>Social Justice, Sustainable Livelihoods</td>
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<td>Policy Promotion Approach</td>
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<td>Center for Policy Dialogue (CPD)</td>
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<td>Poverty</td>
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<td>Environment &amp; Climate Change</td>
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<td>Bangladesh Institute of International and Strategic Studies (BISS)</td>
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<td>Peace and Security</td>
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<td>Bangladesh Institute of Peace and Security Studies (BIPSS)</td>
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<td>Peace</td>
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<td>Policy Analysis, Policy Project Conduct</td>
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<td>Bangladesh Enterprise Institute (BEI)</td>
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<td>Bangladesh Women's Foundation (BWF)</td>
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<td>Women's Rights</td>
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<td>Policy Initiative and Support</td>
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<td>Human Development Research Centre (HDRC)</td>
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<td>Social Justice</td>
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<td>Policy Research, Policy Input Citation</td>
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<td>UnnayanOnneshan</td>
<td>Education</td>
<td>Poverty</td>
<td>Health</td>
<td>Gender Equality</td>
<td>Climate Change and Disaster Risk</td>
<td>Directly</td>
<td>Policy Innovation Approach</td>
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<td>BRAC Institute of Governance and Development (BIGD)</td>
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<td>Gender Issues</td>
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<td>Directly</td>
<td>Policy Advocacy</td>
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<td>Ain o Salish Kendra (ASK)</td>
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<td>Social and Gender Justice</td>
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<td>Policy Advocacy</td>
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<td>Transparency International Bangladesh (TIB)</td>
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<td>Social Movement</td>
<td>Good Governance in State and Society</td>
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<td>SHUJAN</td>
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Source: Formulated by the Author
Theme-based Result and Discussion
A theme-based content analysis of the social role of Bangladesh’s think tanks shows that sixteen of these, in any mean, relates to the theme of the study or social policy-relevant issue of the country. Seven out of sixteen think tanks are directly working with alleviating poverty. In addition, environmental issues have been highly prioritised under the program of think tanks, as it has been a severe threat to the human life. The present study reveals that there are four think tanks, which are working in this field to add policy input. But most of the think tanks that were studied are indirectly working with social issues in the achievement of social goals, such as social justice, social protection, peace, and security. The study also finds that some of the think tanks of Bangladesh have specific programs, but their roles are seldom traced out in the policy making process of the country. Notable to say that government think tanks mainly conduct policy design, analysis, advocacy, and input insertion programs, and privately owned and interest group-based think tanks carry out policy persuasion, promotion, initiative, and support based programs in the social policy making process of Bangladesh. Notably, both the government and the private think tanks are widely engaged in policy advocacy programs.

Performance Gap between Global and Bangladesh’s Think Tanks
Bangladesh’s think tanks witnessed some gaps in terms of performance in comparison to global think tanks in playing a role in the policy-relevant issues. Some of the global think tanks belonged to ideological agendas or a specific partisan approach, but these lobby policy makers intend to implement their agendas (Talbott, 2002). Despite a partisan approach, these think tanks take their stand on behalf of the interest of their respected countries. But Bangladesh’s think tanks, especially privately-owned think tanks, show their intention to satisfy specific partisan interests, which leads to the biasness in providing policy inputs.

Global think tanks carry a mammoth capacity and a steady pool of resources to analyse the policy. In Bangladesh, many think tanks do not have such aptitude or the resources to deal with policy-relevant issues and assume convincing independent research and analysis. Global think tanks’ areas of actions are diversified but think tanks in Bangladesh have inadequate space to play a significant role in the broader aspects of society. Besides, there is the lack of specific issue or policy-orientated think tanks to show their extraordinary performance in the particular field of orientation. One set of literature (Zafarullah, 2007: Stiles, 2002) tends to “support this observation by pointing to the inhibited role and contribution of the think tanks in the policy debate”.

Under the collaboration approach, think tanks in different countries, especially the US, are invited by the political sources to share policy relevant facts with a view to culminating in policy decisions. It is barely present in Bangladesh. Compared to global think tanks, one group of literature (Young, 2005: Huque, 2010: Zafarullah & Rahman, 2008) quoted that, “think tanks remain less effective due to the limited space for policy discussion and advice and the lack of interest or unwillingness of policymakers to listen to other stakeholders”. In this regard, global think tanks are institutionally strong and mostly independent in their kind. A think tank’s capability to persuade policies is closely associated with their institutional strengths or limitations. These aspects include funding issues, policy autonomy, research capacity, leadership and governance, and effective communication of research findings. Several authors (Srivastava, 2011: Mathur, 2009; Hay &Sudarshan, 2010) postulate that, “think tanks in Bangladesh face challenges in terms of
research quality, maintaining a long-term research agenda, and funding, which undermines their ability to affect policies”.

Concluding Observations and Recommendations
Think tanks worldwide have been a crucial phenomenon due to their massive role in policy-relevant issues, especially social issues, such as education, health, poverty, gender, and the environment. Developed and developing countries are utilising the potential of think tanks in different ways. Studies reveal that think tanks usually generate ideas, provide massive resource persons, organise high level discussions and roundtable conferences, and play a role as policy mediator, to help the state authorities design effective policies, especially in social areas. Think tanks’ roles in these sectors are quite mentionable to satisfy the desire of the people. As an emerging country, Bangladesh may utilise the potential of think tanks as followed by the different countries of the world. The study also found that Bangladesh, as an independent country, witnessed the experience of think tanks resulting in the non-achievement of set goals to add policy inputs into the public policy-making process, particularly social policy making. In this regard, this study makes the following suggestions:

• Bangladesh’s think tanks should achieve needful capacity and have a steady stream of resources to deal with policy-relevant issues and assume convincing independent research and analysis.
• Bangladesh’s think tanks need adequate room to take a significant role in the broader aspects of the state and society.
• The think tanks of Bangladesh should ensure the character of a specific field of orientation for providing expertise and highly professional data support for policy issues.
• Think tanks must be free from any sort of biasness and partisan character, only considering the national interest.
• Think tanks need to maintain foreign collaboration for receiving policy guidance and experience from the experts of foreign think tanks.
• All think tanks prevailing in Bangladesh must have a ‘social policy-relevant wing’ to ensure their impact on the social policy-making process.
• The role of Bangladesh’s think tanks in social issues must be specific, need-based, and directly policy orientated to achieve optimal output.

REFERENCES


