

Can Social Business Tackle the Water Crisis in Bangladesh? An Analysis from Social Inclusion Perspective

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Abstract: - Water became a valuable commodity due to the lack of pure water in the coastal region of Bangladesh. The water crisis has been the focus of numerous commercial ventures. Among these businesses, social enterprises, sometimes referred to as social business enterprises, are dedicated to helping the underprivileged people and groups that aren't covered by the present service coverage. The value proposition, value constellation, and positive profit equation are the three aspects that the social business model adds to further clarify its value-driven perspective. Although social business has gained popularity in developing nations over the past two decades, a little has been done to assess its commitment in the context of Bangladesh. In this regard, the study uses the interpretive method of qualitative research to examine the degree to which and the manner in which social business organizations are putting their commitment to practices. Primary data was collected through focus group discussions and key informant interviews from the *Union Parishad* (hereinafter UP), the lowest tier of the local government in Bangladesh. The findings reveal three key issues. *First*, social norms and organizational policies have significantly contributed to the structural variables that have made the service delivery process less exclusive. *Second*, the lack of own capacity of poor people (financial and non-financial) has influenced the disadvantaged community outside of this service delivery. *Third*, power dynamics and social norms at the grass-root level are important factors to make the service delivery process poor-people friendly in the context of a hierarchical society in Bangladesh. The main contribution of this paper is that the value-driven position of the social business model remains rhetoric and that disadvantaged people are still denied access to safe water because of the lack of proper attention on the interplay among structural factors, power dynamics, and agency-related factors.

Keywords: Social business, water crisis, structure, agency, inclusiveness, Bangladesh.

I. INTRODUCTION

By 2030, "all" people should have access to safe water and sanitation. This is one of the main goals of the Sustainable Development Goals (hereafter SDGs). Inclusive development refers to the cornerstone of SDGs because "exclusion" still poses a problem to ensuring that everyone has access to essential amenities, such as potable or safe water, (UNGA, 2015). Access to safe water is affected by several types of inequality and exclusion (Carr, Seekell, & D'Odorico, 2015). Access to safe water disparities are closely related to the interplay among structure, agency, and power (Förster, Downsborough & Chomba, 2017). Structural and agential

factors of power influence the service delivery or access to any service of Bangladesh because the social setting of Bangladesh is known as a power imbalance society (Dutta & Islam, 2016). Access to safe water is considered as being unequal as a result of intricate connections among "power dynamics, hydro-social links, and dynamic relations across and within micro and macro scales" (Sulley, 2018, p. 1).

Most of the excluded people living in coastal region of Bangladesh lack access to clean water as a result of this intricate relationship. In the Dacope Upazila of Khulna district, only 30.6 per cent of residents have access to tube wells for safe drinking water, compared to 83.09 per cent of people nationwide (UNDP & Water Aid, 2017, p.22). The state and non-state actors should use sustainable practices as a policy tool to solve this challenge, including tackling the issues associated to the water crisis, according to academics and practitioners (Gupta & Vegelin, 2016, p. 437). The term "Social Business" (hereafter "SB") refers to a subset of social enterprises that is recognized as an innovative and sustainable business model dedicated to assisting those who are marginalized by integrating its distinctive qualities into the provision of services (Yunus, Moingeon, & Lehmann-Ortega, 2010). As a result, the main concern is determining how effectively social businesses can address the challenges of inequality in Bangladesh, where various types of societal imbalance predominate in social contexts. In light of this, the purpose of this paper is to ascertain how and to what degree the social business is translating its rhetoric into actions.

The SB is defined as a sub-set of social enterprise. Despite the fact that social businesses have their roots in various countries, the SB has recently gained increased interest from academics and well-known service providers as an "innovative business model." The SB has been active in the global south, particularly in Bangladesh, since the beginning of the twenty-first century (e.g., Grameen Danone) (Yunus, Moingeon, & Lehmann-Ortega, 2010).

Despite the existence of more than ten years, no widely published scholarly analysis is found that made an effort to elucidate the role of the SB in providing services to socially excluded or disadvantaged individuals. In other words, it's too yet to predict how a newly named business will do. However, only a small number of social enterprise-related dissertations

(such as Teasdale, 2011) made an effort to investigate the connection between social companies and inclusive service provision. The majority of the works is based on the global north's experience and study the mechanics of social exclusion without taking into account the social perspective of global south. Even if social enterprise academics recommend placing a special emphasis on the setting in which the firms operate, however "*social entrepreneurship manifests itself differently in different socio-economic contexts*" (Cited in Bacq, Hartog & Hoogendoorn, 2013, p. 19).

For instance, using the working definition of "social exclusion," Teasdale (2011) looked at the relationship between social business and social exclusion in the setting of the global north, more specifically in the metropolitan context of the UK. Turner and Martin (2005) conducted another study in the UK to determine how bureaucratic aspects and government regulations linked to the "third sector" affect the service delivery of social businesses run by community-based NGOs (NGOs) to combat social exclusion. In order to shed light on the operations of social businesses, Vidal (2005) investigated how internal management and governance-related variables are in charge of providing services to the socially excluded groups. This non-systematic literature review revealed that the three social enterprise-related studies mentioned above address a few particular social challenges, despite the fact that there is no existing research on the relationship between social business and social inclusion. The results of the assessment of the literature show that the researches (Teasdale, 2011; Turner & Martin, 2005; Vidal, 2005) do not provide a comprehensive understanding of how structure, agency, power dynamics, and social exclusion are interrelated. Using social theory, which focuses on the interaction between structure, agency, power dynamics, and social exclusion, this research sheds light on the SB and inclusive service delivery in the context of the global south, notably in Bangladesh.

II. THEORY FRAME

By combining some specific features with already-existing features like "value proposition," "value constellation," and "positive profit equation," "social company" has been labeled as a unique type of social entrepreneurship. Value position is connected to "customer focus" and "quality of service." Value constellation is related to the process of providing services. The phrase "positive profit equation" refers to the business using its profit to raise the standard for its "value proposition" and "value constellation" (Yunus, Moingeon & Lehmann-Ortega, 2010, pp. 311-312). These three basic features of SB indicate that businesses with the title "social business" are expected to focus on "customer happiness," specifically the "socially excluded service" receivers, as well as service quality and procedure. The 'value driven' theoretical arguments of the SB have been viewed as a utopia because it ignores the environment in which SB firms carry out their operations. However, the scholarships pertaining to "social enterprise" acknowledge the significance of context in carrying out social enterprise operations. The SB is additionally seen as

a subset of social entrepreneurship. The SB model should acknowledge the significance of contextual elements, much like other businesses. "Structuration theory" has been regarded as an appropriate framework to explain the implementation of any program or policy in any setting since it clarifies contextual aspects by splitting these into two categories: "structure" and "agency." Using the empirical example of water administration in South Africa, a recent text by Forster, Downsborough, and Chomba (2017) adds a small bit to "structuration theory" by examining the interaction between structure, agency, and power. This study begins with a theoretical discussion before moving on to the learning of social theory (structure, agency, and power) and "social business."

The discussion in this paper is prefaced by a "theoretical frame" that was established based on the fundamental presuppositions of "structuration theory," "power analysis," "inclusion vs exclusion," and "social business model." First, "structural" refers to the statutory and informal norms relating to the provision of water services (Stones, 2005). Formal rules include the policies and guidelines that social businesses use to direct their operations, particularly those that have to do with water distribution. It is anticipated that the SB firms develop laws and regulations to uphold the three guiding principles, including two particular social business model components that are value-driven. This study investigates the relationship between laws and regulations and the "value proposition" and "value constellation." Social norms and organizational informal rules are also regarded as essential components of the structure (Forster, Downsborough, & Chomba, 2010, p. 3).

Therefore, the focus of this paper is on how structural factors, including formal and informal rules, affect the "value proposition" and "value constellation" in the provision of water services. Second, the term "agency" has been used to describe society actors' actions (Stones, 2005). Although structuration theory has drawn criticism for failing to clearly distinguish between structure and agency, a study claimed that "power dynamics" play a crucial part in creating a "symbiotic interplay" between agency and structure (Harvey, 2009, p. 32). According to academics (Forster, Downsborough, & Chomba, 2010), "power" should be understood as "power to" in water administration. "Power to" is defined as a person or group's "capacity for action, which results from the application of resources and capabilities" (Morris, 2006; cited in Forster, Downsborough, & Chomba, 2010, p. 3).

Furthermore, the term "power over" describes the dominance of one actor over another actor or players. In this essay, we would want to make the case that the concepts of "power to" and "power over" do not necessarily capture the essence of power in a given social setting, more specifically in a hierarchical society where power is found to be unequally distributed. The idea of "power to" or "power over" does not adequately describe the circumstance of another person accepting one's power in a certain societal setting. Exercise by the exerciser is always influenced by how others will approve

or reject them. In order to describe the dynamics of power acceptance, the theory frame must include the idea of "power distance." "Power distance" investigates how much and to what degree less powerful individuals of society accept the influence of those in positions of power. A society is said to as having a "high power distance" if the majority of its members do not challenge the legitimacy or validity of elite power (Hofstede, Hofstede & Minkov, 2010).

The purpose of this study is to investigate how and to what extent SB companies' behaviors are influenced by power relations (defined as "power distance" and "power to") in order to achieve their value-driven goals. Social inclusion or exclusion is related to an individual's or group's capacity. Most structural elements determine the service recipients' capacities (agency) (Stones, 2005). A complex connection among the structure, agency, and power plays a crucial part in assessing how well a given agency performs in achieving the desired outcome, such as access to services. In this study, those with lower incomes and those experiencing a drinkable water shortage are referred to as excluded persons. Based on the theoretical justifications, this paper makes an effort to draw a connection among the agency, structure, and power that are crucial for achieving the SB's two main values, which have been chosen. It implies that the interaction among structure, agency, and power determines whether or not impoverished people (their "value proposition") are included or excluded in the process of providing quality services (their "value constellation").

Water Crisis and Exclusion: Focus on the Southwest Bangladesh

According to a recent report (WHO & UNICEF, 2017, p. 3), 2.1 billion people worldwide, or 3 out of 10 people, lack appropriate access to safe and easily available water where they live. According to this study, 263 million people make water-collection trips that take more than 30 minutes. Additionally, in order to meet their requirement for drinking water, 159 million people still rely on surface water sources like streams and lakes, which are classified as "untreated water forms" (UNICEF & WHO, 2019). The most vulnerable members of the excluded group are more likely to suffer serious consequences from the lack of access to safe water. Compared to the highest wealth quintile in the same geographic area, households in the lowest quintile of wealth are 5.5 times more likely to experience drinking water-related distress (Mekonnen & Hoekstra, 2016, p. 2).

Bangladesh is a developing country in South Asia, where a good number of poor people suffer from the water-related crisis. Only 25.60 per cent of those who use contaminated water employ an effective means of removing the contaminant (BBS & UNICEF Bangladesh, 2014, p. 56). It leads to the claim that two-thirds of the people who obtain drinking water from unsafe sources do not utilize any purifying techniques. The prevalence of water filtration is lower among the poor than the national average. Only 19.0 per cent of homes

purify their water using one of the recommended methods, compared to 55.1 per cent of houses in the richest quintal (BBS & UNICEF, 2014, p. 56). Hard-to-reach areas including hill districts, slums, tea gardens, char, haor, and the coastal belt are thought of as Bangladesh's water-vulnerable pockets when compared to other regions (GoB, 201, p. 2). The "coastal belt" is thought to be the most vulnerable area among the vulnerable areas. Numerous modern challenges, including arsenic poisoning, groundwater depletion, flooding, drought, and salinity, increase Bangladesh's coastal residents' vulnerability in new ways (Abedin, Habiba, & Shaw, 2014). Khulna, Satkhira, and Bagerhat district in southwest Bangladesh's coastline region have groundwater that is harmful for human health due to increased levels of arsenic poisoning, according to WHO (2004).

The water problem that coastal residents were experiencing was reflected in the Coastal Zone Policy of 2005. This policy paper states that 76 Upazilas (sub-districts) within 19 coastal districts are already suffering from sea level rise and are soon expected to suffer severe consequences. People are being forced to drink saline water as a result of the sea level increase. However, because of problems connected to climate change, 30 million people continue to live in areas without access to safe water sources (Abedin, Habiba & Shaw, 2014, p. 111). The majority of observations (newspaper reports, NGO reports, expert comments, and development professionals) noted that disadvantaged communities, including the poorest section of the geographical location, are most vulnerable to the water crisis despite the fact that there is hardly any current statistical data on how many poor people are without access to safe water. State and non-state actors, including for-profit and nonprofit organizations, have been carrying out their activities in the coastal areas to address the water problem in the water-scarce areas. For reducing safe water-related vulnerability, government agencies, NGOs, social enterprises, or business and business organizations offer services to the coastal belt of Bangladesh. UNDP & Water Aid (2017, p. 34) noted that the Department of Public Health Engineering (DPHE), a government agency of Bangladesh that deals with water and sanitation of rural areas, implemented a project entitled, "Bangladesh Rural Water Supply and Sanitation Project" (BRWSSP) (2012-2017) for ensuring water supply for 383 unions of 20 districts including *Khulna* and *Satkhira* district. The project decided to go forward and set up 14 Pond Sand Filters (PSFs), 520 Rain Water Harvesting Systems (RWHS), and 65 Deep Hand Tube wells (DHTWs) in two districts. Numerous national and international NGOs implemented numerous water delivery schemes between 1990 and 2015, benefiting 195,864 members of the *Dacope Upazila* community. 150 businesses in the Khulna district are known to sell water, according to a local news source (The Channel Khulna, 2020). Some of the non-state controlled businesses are referred to as "social business entities" since they are directly or indirectly run by NGOs. The SB model, a subset of social business, has begun to address the water shortage at the start of the twenty-first century. It is a unique business strategy based

on the SB model that addresses social issues and, more especially, pays particular attention to underserved populations.

III. RESEARCH METHOD

Due to a number of distinct factors, the water crisis in the northwest of Bangladesh is regarded as a "case" for analysis. One of the northwest districts of Bangladesh, Khulna has a large population that lacks access to safe water. Residents of *Dacope Upazila* (sub-district) in Khulna have been facing the worst situation in access to safe water (See: Annex-1). *Dacope Upazila* has been chosen as the geographic area of the study because of the vulnerability problem. The delivery of drinking water is a major industry in this Upazila, with numerous private and non-governmental groups involved. The majority of NGOs and businesses backed by NGOs (as well as their signs and posters) make the claim that they are engaging in social enterprise to lessen the vulnerability of the underprivileged community. For this study, we've chosen two organizations.¹

This study employs a qualitative research methodology. In qualitative research, a purposefully chosen sample may be used to improve in-depth understanding (Miles & Huberman, 1994; Palinkas et al., 2015). According to Kelly (2010 p. 317), a purposeful sampling is "used to select respondents that are most likely to give suitable and useful information." It also chooses respondents with knowledge and competence (Bernard, 2011; Spradley, 1999). Twenty adults participated in the four "focus group discussions" (FGDs), two of whom were men and the other two were women, from the two Union Parishads (UPs) of *Dacope Upazila*, Kahuna (i.e. respondents having age range between 18 to 65 years). To support the perceptions of the FGD participants, we also spoke with a small group (10) of key informant respondents. For this paper, the primary source of information was FGD data. The KII data and data gathered from secondary sources were used to enhance and validate the results. It used "discourse analysis" to examine papers pertaining to policies and the primary information (text) of respondents (mainly, meaning and interpretation of keywords and phrases).

IV. FINDINGS OF THE STUDY

The selected social entrepreneurs have been providing services to the residents of *Dacope Upazila* in Khulna, which is located extremely close to Sundarbans and where government and profit-oriented groups hardly ever offer services connected to water. The majority of residents in this region lives in poverty and relies on fishing or other jobs related to the Sundarbans for

their livelihoods (such as collections of wood, honey, goal pata etc.). The following section that follow shed light on how and to what extent the pricing and packaging practices of businesses have mirrored the needs of those who are socially excluded.

Pricing and packaging versus affordability

Pricing and packaging are regarded as the firms' "formal policies." They are involved in the service delivery process if the firms' pricing and packaging policies take the "affordability" of the disadvantaged group or person into account. A company selling a 20-liter water pot goes by the name of Enterprise-A. The water pot is 20 BDT in price (0.23 USD). One of the FDG (2018) respondents wrote, "*I spend, about, 50 BDT (0.58 USD) to meet my family's water needs for three days.*" *The monthly income of this household is 5000 to 6000 BDT (57.80-69.36 USD), which means that they must spend, on average, 500 to 550 BDT (5.78-6.36 USD) each month*" (KII, 2018). According to the findings, they must spend a sizeable portion of their income on water purchases.

The cost of water for the poor people of Southwest Bangladesh is also highlighted in a number of comments, newspaper stories, and articles, in addition to this study. Ainun Nishat, a professor emeritus at the Centre for Climate Change and Environmental Research at BRAC University in Bangladesh, commented on the cost of water for coastal residents by saying, "*Everyone in the area who can afford it purchases water. They spend about 10 per cent of their salary on water purchases*" (Bagri, 2017). The Dhaka Tribune (2017) includes a feature that compares the costs associated with water in light of the situation in each of the three regions of Bangladesh:

- Water for household usage is provided to city inhabitants by the Dhaka Water Supply and Sewerage Authority (WASA) at a cost of 8.49 BDT (0.098 USD) per unit (1,000 litres);
- Khulna WASA charges residents of Khulna City 4.50 BDT (0.052 USD) for the same amount of water;
- However, those who live 20 km south of that town have to use treatment plants to remove the salt from their water, costing them 10 BDT (0.12 USD) for 20 litres of drinking water.

The cost of water transportation and the pain associated with collecting water are not taken into account in the analysis above. Women typically use painkillers for water collection-related problems. One of the FGD participants offers the following description of the situation:

"Water and transportation costs must be paid for.
Being poor, we are always torn between buying

¹ Local business owners run Enterprise A, a local company. This company is regarded as a social enterprise because it has partnered with a well-known international NGO with a Bangladeshi base and is dedicated to helping the underprivileged population. The NGO provided a loan to a local business owner, and then took the initiative to create a network between the local business owners and specialist organizations (Interview with Entrepreneur, 2017). Enterprise B is managed by a charity center that has operated in the Southwest part of Bangladesh since 1980. The center is registered as a non-

profit voluntary organization. Local staffs of this center provide water to the community people with a big jar. According to the mission and vision of the organization, it is supposed to provide water to disadvantaged people. To provide water to the underserved groups and individuals, it receives support from state-owned foundations and international donors (Official Documents, 2017 and KII, 2017).

food or water. Earnings [...] are insufficient to cover the cost of food and water simultaneously. We had no choice except to fetch water from ponds. Most of our family's female members gather water to create ponds (FGD, 2018).

Newspaper articles and FGD results reveal that consumers purchase water at a greater price than in other parts of Bangladesh. They are compelled to collect water from ponds because they make less money than the average American but must spend more money on water. According to Ainun Nishat, Professor Emeritus, "[...] *who can afford it purchases water, the collection of safe drinking water is related to the affordability of poor people (Bagri, 2017). Their decreased income mostly causes them to prioritize buying food, which reduces their motivation to spend for procuring safe drinking water*" (Harun & Kabir, 2013, p. 165).

The second enterprise called Enterprise B, uses a large jar that holds 200 liters of water to distribute. The requirement of this business is that everyone who wants to purchase water must do it in full. A respondent stated, "*We do not have a huge jar to preserve the water and [big] money to buy it, in relation to this*" (FGD, 2018). According to the claim, there are three main reasons why poor people rarely purchase water from this company. First of all, because they live hand to mouth, people do not have enough money to purchase this enormous volume of water. Second, they lack a big enough container to store a lot of water. Thirdly, small families find that they cannot use a lot of water after two or three days since the water has a strange flavor and color (FGD, 2018). Additionally, problems with water pots are often related to affordability. They are unable to purchase large water preservers due to a lack of resources. In addition, people are often troubled by issues with water quality, such as a strong odor.

Access to water: Interplay among structure, agency and power

Water shortages are caused by "load shading," an electricity issue, the dry season, and floods. Local service providers frequently fail to absorb groundwater as a result of natural disasters and technical issues. A water crisis results from it. People must compete with one another in order to receive water in a timely manner or according to their needs when there is an emergency. To get water delivered to their home, low-income people must make numerous calls to service providers. It relates to "out-of-pocket cost/indirect cost" associated with purchasing water. One participant in the FGD gives the following account of how he interacts with the service provider to collect water, and his experiences are indicative of those of the other respondents:

[...] I went to Mongol (Sundarban) with the team last winter to gather wood because this is what I do for a living. From a remote location with a poor mobile network, I called them (the water service company). Being in the forest at this time of day when there is no mobile network prevented me from missing a call during the day.

When I missed a call at night, they promised to make it up to me the next day. Again! (with emphasis and annoyance), I called the following evening, but they answered in the same manner (FGD, 2017).

Getting water from the service providers during a crisis takes two to three days. The results of the FGD revealed that the majority of service providers responded quickly to the needs of the local elites or those who donated extra money to the water bearer (e.g. Van or rickshaw puller or boatman). This study aims to find out whether and why service providers respond to the needs of wealthy individuals more promptly than those of the underprivileged. A field employee of enterprise B claims:

"Respect is shown for the "gonno-mannobakti" by the locals (honorable). If they ask for us, we endeavor to comply. Some people put pressure on us to respond swiftly to their needs. We reply to them because they could interfere with how we provide our services" (KII, 2017).

Poor people who work as day laborers rarely have the time to visit service providers, contact water bearers, or obtain water during the day. However, a significant portion of men move temporarily for work to other locations. Women tend to stay at home. The gender-water nexus is well established in the coastal belt, however due to social norms based on gender, women prefer not to interact with male service providers or water bearers. According to a female respondent, the following circumstance is described:

"Women are less inclined to interact with service providers than men. They are timid. Few women attempt to participate in this process, and frequently they do not receive adequate responses" (FGD, 2017).

V. DISCUSSION AND CONCLUSION

Social enterprises offer services to geographically isolated places where regular commercial groups and governmental bodies hardly ever offer water-related services. The organizational policy is not favourable to the poor in terms of pricing or packaging. Money is more expensive for little pots and more expensive for huge quantities of water. These structural elements, including pricing packaging, are only loosely related to people's financial capacity (agency). Poor people pay more money than wealthy people and residents of other regions of this country because of the unfavorable pricing policies, including the "out-of-pocket cost." Both primary and secondary data have shown that poor people are compelled to drink contaminated water because they are unable to afford the cost of water due to their lower level of income. In addition to financial variables, another one that is important in keeping the poor behind during the water crisis is non-financial capability, or the availability of day laborers during the day. The results of

this study have convinced us that the structural elements (price and packaging) influence the agential factors (financial capacity and lack of time availability) in purchasing water (Stones, 2005).

In addition, one of the things that prevent the poor from having access to safe water is a lack of "power to," which is defined as the capacity to act (Forster, Downsborough, & Chomba, 2010). It was revealed during a discussion with an enterprise's field-level workers that the extra attention paid to "so-called" honorable people put pressure on the service providers. It first demonstrates that the employees of social business agencies unquestioningly accept the societal influence of some elite individuals. The less powerful poor people, however, do not receive adequate attention from the firm workers. We might conclude from this that the employees of the businesses accept the influence of those in positions of power. The idea of "power distance" might be used to explain this circumstance. According to Hofstede Insights' data from 2019, Bangladesh has a large power distance. Elite service providers admire elite people rather than their objective and vision since they have a power distance. However, a number of studies (Hossain, 2006; Wood, 1994) revealed that "so-called" elites had a negative impact on project outcomes right from the start of the growth of non-state actors' development projects in Bangladesh, including NGOs. It was also revealed that social enterprises are recognizing the authority of the affluent classes through their activities. This brings us to the conclusion that the "social business model" is likewise, in reality, unable to address Bangladesh's contextual difficulties connected to power discourse.

Gender-related social norms are identified as the exclusion-producing causes among the structural elements. In the study area, it was discovered that women dislike talking to them because they feel awkward talking to men outside the home for whatever reason and believe their conversation would not have any impact on the activities that take place outside the home.

In conclusion, power dynamics, particularly "power to" and "power dynamics," operate as mediating elements between structure and agency in the process of gaining access to safe water. Social companies only provide a small amount of services to the poor due to the intricate interactions between structure, agency, and power. It was observed that structural problems, such formal regulations (pricing and packaging), and informal problems, like "power distance" and gender norms, are the crucial elements that significantly contributed to the exclusion of social companies. On the contrary, agency-related factors which are produced by structural factors² such as financial capacity, availability of time and capacity to communicate properly, moreover, influence the functions of social enterprises.

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² This paper does not give attention to how structural factors produce agency-related features.

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Annex-1

Drinking Water Source: National, Khulna & Dacope

Drinking Water Source	National	Khulna District	Dacope Upazila
Tap	10.3	2.0	0.7
Tube well	83.9	83.7	30.6
Others	5.8	14.3	68.7

[UNDP & Water Aid, 2017, p.22]

Endnote

In contrast to properly attending to the needs of those who are socially disadvantaged, the businesses that are referred to as "social business" models are oriented toward local elites. To successfully address social issues in developing nations like Bangladesh, a social enterprise must pay close attention to the social dynamics of its environment. More specifically, the SB model will be seen as an "unfinished project" if the issues related to the dynamics of structure, agency, and power are not addressed.

It should be highlighted that the social business model is related to structural and agency aspects from a theoretical standpoint. Power dynamics act as a medium in the relationship between agency and structure. The idea of "power to" is insufficient to illuminate the reality of power dynamics. In light of this, Bangladesh's hierarchical society lends itself nicely to the idea of "power distance."

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