



Case Study Series 3:

Addressing Citizens' Concerns: Inspiration from Proactive Civil Servants

Case 11 - Transparency Through Data: A Foreign Service Officer's Initiative to Combat Malpractice in Consular Services

Md. Parvez Hasan Yousuf and Dr. Hasan Muhammad Baniamin

December 2025

Series Editor: Dr. Hasan Muhammad Baniamin

Policy and Innovation Lab (PLab) of South Asian Institute of Policy and Governance (SIPG)
North South University, Bangladesh

SIPG-Y23-S3-011

The case studies for this series are collected from real-life cases of civil servants working in different South Asian countries. This collection initiative is an attempt to document different proactive approaches taken by civil servants and, in the process, encourage other civil servants to become more proactive in their workplaces. If you know of other such proactive acts, please email us (parvez.yousuf@northsouth.edu), and we will get back to you to collect more information.

Case 11 - Transparency Through Data: A Foreign Service Officer's Initiative to Combat Malpractice in Consular Services

Md. Parvez Hasan Yousuf and Dr. Hasan Muhammad Baniamin

Malpractice in Providing Consular Services

Consular services, such as visa issuance, passport renewal, and other citizen assistance functions, are central to the work of diplomatic missions; however, their discretionary nature and high public demand make them particularly vulnerable to malpractices, including misinformation, favoritism, and bribery. In this context, Bangladeshi applicants seeking consular services abroad often rely heavily on officials for accurate information regarding procedures, fees, and processing timelines. This dependence creates information asymmetries that can be exploited by corrupt actors through deliberate misinformation and the solicitation of bribes in exchange for expedited or favorable outcomes. Such practices not only undermine public trust, delay service delivery and diminish the credibility of foreign missions but also damage the institutional reputation of Bangladesh's missions abroad. Existing oversight mechanisms have frequently proved insufficient to effectively deter or detect these behaviors, underscoring the need for innovative, transparency-based governance interventions.

Initiatives to Reduce Malpractice

This case focuses on Mr. Y, a proactive civil servant of the Bangladesh Foreign Service stationed at a diplomatic mission abroad, who recognized persistent malpractices within consular services and adopted an innovative approach to enhance transparency and accountability.

To address information asymmetries and reduce opportunities for corruption, Mr. Y initiated the development of a system to regularly compile and publish consular service statistics, including the number of applications received, processing times, approved cases, and service completion rates. He proposed making these data publicly accessible through the Mission's official website and prominently displayed notice boards within the consular section, thereby providing applicants with accurate and verifiable information and reducing reliance on discretionary verbal explanations by individual officials.

Problem

The expatriates face problems to get consular services due to malpractice by some officials.

Solution

Regular compilation and publication of consular service statistics in website and notice boards.

Outcome

Efficient use of IT and data can combat malpractice and improve public service delivery.

Mr. Y presented this initiative to the senior management, emphasizing that transparent data dissemination would empower applicants, deter misinformation and bribery, and foster a culture of institutional accountability. Following approval, the consular section began systematically compiling and updating the statistics monthly. As a result, applicants were able to verify service timelines and workload volumes, significantly reducing uncertainty and confusion. The initiative led to a noticeable decline in complaints related to bribery and misinformation, as public availability of accurate information constrained opportunities for manipulation. Consequently, the Mission experienced improved service efficiency, enhanced applicant satisfaction, and a strengthened institutional reputation.

This case demonstrates how proactive leadership and data-driven transparency can effectively curb malpractices in consular services. It underscores the critical role of openness, accountability, and individual initiative in strengthening governance and improving public service delivery within diplomatic missions. Similar transparency-driven initiatives can be replicated across other diplomatic missions and public offices and further amplified through strategic dissemination via social media.

Declarations

These case studies have not undergone formal, rigorous review and approval. Copyright belongs to the author(s). Cases may be downloaded for personal use only.

We acknowledge the copy-editing service from the [NSU-Office of Research](#)

About the authors

Md. Parvez Hasan Yousuf is a research associate at the South Asian Institute of Policy and Governance (SIPG), North South University, Bangladesh. Trained in Disaster and Human Security Management at the Bangladesh University of Professionals (BUP), His interest lies in disaster management, environment, climate change, rivers, refugee crisis, displacement, human security, public policy, and governance. His work on the social cohesion of the host and Rohingya communities in Bangladesh has appeared in *Displacement and Refugee Issues in South Asia- Uncovering the Contested Realities'* (Lexington Books, 2024). His study on Bangladesh's climate policy was recently published in *The Elgar Encyclopedia of Climate Policy* by Elgar Publications (2024).

Email: parvez.yousuf@northsouth.edu

Hasan Muhammad Baniamin is an Assistant Professor at the South Asian Institute of Policy and Governance, North South University, Bangladesh. He obtained Ph.D. from the Department of Administration and Organisation Theory, University of Bergen, Norway. He published a number of articles in different journals such as *Public Administration*, *Public Organisation Review*, *International Political Science Review*, and *International Journal of Public Administration*.

Email: hasan.baniamin@northsouth.edu