FOCUS

marketer must have the

skill to analyse and im-

prove the ability of an

organisation for its survival

and growth in the changing en-

vironment of markets. He has

two major tools. marketing sys-

tem analysis and marketing

process analysis. The analysis

identifies the major institu-

tional components in an organ-

isation's environment that in-

teract to produce results in the

market place. Marketing pro-

cess analyses are logical steps

to plan the organisation's opti-

mal adaptation to the market

place of opportunities. It con-

sists of three levels of analysis

exchange system analysis,

organisational marketing

analysis and macroenviron-

There are, generally speak-

ing, two parties in a simple ex-

change situation - a marketer

and a prospect. A marketer

seeks a resource from someone

else and is willing to offer

something-of-value in ex-

change. There may be five fa-

miliar exchange situations,

namely (i) commercial transac-

tion, (ii) employment transac-

tion, (iii) civic transaction, (iv)

religious transaction, and (v)

charity transaction. In (i) a

seller offers a goods or service

to a buyer in exchange for

money, in (ii) an employer of-

fers wages and fringe benefits

to an employee in exchange for

employee's productive services,

ple, offers protective services to

citizens in exchange for their

taxes and cooperation, in (iv) a

mosque offers religious services

to members in exchange for

their contributions of money

and time, in (v) a charity organ-

isation offers gratitude and a

feeling of well being to donors

in return for contributions of

on the assumption that people

behave to maximise their self-

interest. Acting out of self-in-

terest does not, however, neces-

sarily mean acting selfishly.

Acting selfishly implies the

pursuit of self-gratification at

the expense of others. Acting

out of self-interest can include a

concern for others, since the

welfare of others can have an

impact on one's self-interest.

Interpreting human behaviour

fundamentalist forces help this

unjust social system to con-

tinue. The fundamentalists

misinterpret religious norms to

oppress women. They have be-

come so fanatic that they do not

women in the name of religion.

This was manifest in the recent

incident in Brahmanbaria. As

women and men grow up with

discriminatory values, these

are reflected in their be-

haviours and activities, not

only in the house but also in the

broader periphery of the soci-

ety. Nonetheless, in course of

time, people have started to

slowly give up traditional dis-

criminatory practices. About

100 years back, the illustriously

courageous lady Begum Rokeva

society. The names of Sufia

Kamal and Matia Chowdhury

hesitate to attack innocent

Exchange analysis is based

money and time.

in (iii) a police force, for exam-

ment analysis.

Stop Gagging the Press

Freedom of the press and safety of journalists are under grave threat now in Bangladesh. The monstrous attack on the Dinkal is the latest incident that bears clear testimony to the government's and the ruling party's calculated move to gag the democratic dissent and muzzle the press.

by Enam Ahmed Chaudhury

THE Daily Star in its editorial of the March 11 edi-I tion has rightly commented on the despicable attack on the Daily Dinkal as an "attack on the freedom of the press" and that it should be protested as such vandalising the Dinkal premises was pure and simple hooliganism." The incident also clearly shows the extent of repression the police can take recourse to under direction of the ruling party, the Awami League. The naked truth is that the government party wants to intimidate the press and to harass journalists to force them to servility and to silence the democratic opposition. If the Awami League government can indulge in such utterly condemnable brutality in the case of Dinkal the mouthpiece of the main Opposition party, one can only imagine what can happen to other newspapers, not on the right side of the fence.

Over the last few years under the Awami League rule, what has happened is a serious erosion of a sense of morality in the government, with corresponding insidious enhancement of the discretionary powers of the enforcement machinery and their indiscriminate, undemocratic and irregular use for the selfish gains of the rul-

ing party and party men. As a matter of fact, the process started as soon as the party came to power. Taking advantage of the media's susceptibility to political manipulation in fragile democracies as ours. Awami League is using all state apparatus and financial manipulation and other pressures and allurements to control and dictate the press. And of course, the ruling Awami League fully controls the electronic media and does not show even the slightest pretence of impartial-

Citation of a few instances to substantiate what has been said would not be out of place. The ruling party's intentions of controlling the media became apparent when it refused to grant autonomy to radio and television, contrary to election pledges. What a shameless volte face was that. Recently the chairman of the now-defunct Media Commission Asafud-

ity or objectivity.

dawla resigned from Awami League to register his protest of this. On March 18, 1998 Alam Raihan, editor of the Sugandha, was arrested and sent to jail without specific charges against him. The Sugandha was subjected to further persecution. The government party-backed armed goons unleashed attack on the weekly Janatar Dak and the Evidence and rapsacked their office. The government arrested Luxmipur correspondent of the Inquilab Husain Helal and Khagrachari correspondent of Dinkal Prafulla Kumar without specific charges. and the Dinkal reporters Nurul Alam and Humayun Kabir were beaten up. These atrocities were condemned by the presidents and the secretaries general of BFUJ and DUJ in a joint statement. BNP leader and former state minister Manzur Quader, who is the editor of the analytical weekly Evidence, was arrested on March 10, 1999 without any warrant or any specific charge. A High Court Division Bench of the Supreme Court on May 27, 1999 declared his detention illegal and directed the government to set him free immediately. On November 28, 1999, the government ordered stoppage of publication of the weekly Evidence and the publisher appealed to the High Court and obtained a stay order. The government, it seems, is determined to suppress Evidence. editor of which, Manzur Quader, is an opponent and rival of the current Awami League State Minister for Information Prof. Abu Saveed in the same parliamentary constituency Jalaluddin Shoaib Chowdhury, a free-lance journalist- turned satellite TV producer was detained by the police for "suspected conspiracy". Efforts were made to implicate the editor of the Daily Inquilab, a newspaper with very wide circulation because of the coverage in the newspaper, which is not

to the liking of the ruling Awami League. A. M. M. Bahauddin, the Inquilab editor,

target of persecution of the cur-Assaults on journalists who do not toe the Awami League party line are quite rampant.

Habibur Rahman, editor of

has been the most consistent

Cox's Bazar daily Shaikat, was attacked by armed cadres of the AL student front in broad day light and was left profusely bleeding on the street. A few days earlier the newspaper office was ransacked by the same group of people. Safiul Alam Mukul, the uncompromising editor of the daily Runner of Jessore, was killed by bomb attack on August 30, 1998. Attack on photo-journalists by police is quite commonplace. A journalists' rally jointly convened by the BFUJ and DUJ condemned police attack on photojournalists, at Palton crossing on October 22, 1998. It also condemned attack on Barisal Press Club. It called upon the government to stop the conspiracy to curb the freedom of the press in the name of accountability. The Daily Star reported on November 2, 1999 that "prominent on the list of the seriously injured were on-duty photo-journalists Anisur Rahaman of The Daily Star and Sanaul Hug of The Independent. They received shotgun pellets when police went into action against the BNP activists in front of their party central office at about noon". While taking a snap of police action on October 22, 1999, photojournalist Joy of the daily Bangla Bazar Patrika was mercilessly beaten up by the police. There are countless instances of this nature. Bangladesh was recently indicated for violence against journalists by the Paris-based watchdog organisa-

The US government's recently published report on violation of human rights in Bangladesh indicates that the intimidated journalists practice self-censorship for their own safety.

tion called Reporters without

Borders (RSF).

Freedom of the press and safety of journalists are under grave threat now in Bangladesh. The monstrous at tack on the Dinkal is the latest incident that bears clear testimony to the government's and the ruling party's calculated move to gag the democratic dissent and muzzle the press.

This has to stop. The writer is a former secretary and a vice-president, IDB,

MARKETING MANAGEMENT

Understanding the System

Organisations may appoint a community relations officer to keep close contact with the community. A company is ultimately concerned with the attitude of the general public toward its products and activities. Though general public may not act in an organised way toward the company they carry around images of

the company's standing as a 'corporate citizen' ... The organisation operates in a large environment of macroforces that shape the opportunities

by ABMS Zahur

from the perspective of self-interest provides the marketer with the guidance for developing effective value of packages.

An organisational market-

ing system is an organisation and the set of significant interacting institutions and forces in the organisation's environment that affect its ability to serve its markets. The simplest marketing system consists of a single organisation serving a single market with no intermediaries, suppliers or other parties involved. The company and its market are connected by certain flows. the company dispatches (i) goods and services and (2) communications to the market: in return it receives (3) money and information. In reality organisational marketing systems have many more components. One may distinguish five levels of successive larger environments in which the organisation operates. The levels are organisation, task environment, competitive environment, public environment and macro environment.

organisation which sells many products to many end-users must attend to marketing functions. Company products, customer end-users and geographical markets, the design of an effective marketing department is itself a major challenge. Furthermore, we must recognise that the other departments of the organisation constitute an environment for the marketing department. If the marketing department wants to open a new geographical market, it must present a case to top management and financial vice-president, in particular, for support. If the marketing department

The marketing part of an

wants useful new products, it must influence the work of the research and development department. An organisation is. however, not just an economic machine, it has a culture as well. The culture may be favourable or inimical to the marketing department.

The task environment consists of the company and three major institutions, namely suppliers, marketing intermediaries, and the market. The organisation must acquire a number of inputs needed in the side suppliers to produce value for the market place. Generally speaking, the main classes of inputs needed by sellers are labour, equipment, materials, fuel and energy, money and information. The company's task is to determine the optimal input mix for the given output mix that it wants to produce. The optimal input mix is influenced by the prices and availabilities of the various input goods, the company may decide to produce some of its own needed inputs and buy the rest from outside suppliers. The company's purchasing executive is responsible for buying the needed inputs at the best possible prices. He will check suppliers' quality of . goods, prices, delivery reliability, warranties, credit terms,

and miscellaneous services. The marketing department has a direct interest in the efficiency of the company's purchasing of inputs. Before developing plans to increase sales, the marketing executive should check with the purchasing executive to make sure that the necessary materials can be obtained at the planned prices for producing the planned output,

with the financial officer to make sure that the company has the necessary working capi tal, and with the personnel officer to make sure that the company has the adequate mailpower to produce the planned

Market intermediaries are institutions that facilitate the distribution of the company's outputs to the final markets There are three main types of market intermediaries, namely market middlemen, agent middlemen and facilitators. These production process from out- intermediaries are all business units. The company seeking distribution for its out put must either use established marketing intermediaries or set up its own. It may be pointed out in this regard that market intermediaries perform several functions such as research, promotion, contact, matching, negotiation, physical distribu-

tion, financing and risk taking. The final component of the company's task environment is the market itself. Markets can be distinguished between industrial markets and consumer markets. Industrial markets buy for the sake of manufacture or resale. Consumer markets buy for consumption. Each of these markets can be divided into sub-market segments. Large companies serve several markets and market segments. It is desireable that they formulate different marketing programmes to meet the needs of the various served markets.

An organisation rarely stands alone in its effort to serve a given market. Its efforts to bring an efficient task-marketing system to serve the market are matched by similar efforts on the part of others.

The competitive environment consist not only of other companies but also of more basic things. The best way for a company to grasp its competition is to take the viewpoint of a buyer because (a) he is aware of less than the total set of existing brands, and (b) he may restrict his buying to a few retailers. The company, therefore, must identify and monitor most closely those competitors who are seen to be closest to itself in the consumers' mind.

A company must acknowledge a large section of publics that take an interest in its methods of doing business. Because the actions of the organisation affect the interest of other groups and these groups become significant publics. A company can view its publics in three ways, namely (a) reciprocal public (interested in the company) (b) sought public (takes interest but not strongly), and (c) unwelcome public (the company shuns but it insists on taking interest).

Publics can substantially influence an organisation's fortunes. Most organisations establish public relations department to plan constructive relations with various publics. It is advisable to conceive public relations as a broad marketing operation rather than a narrow communication operation. As every organisation is physically located in one or more areas it comes into contact with local publics. These groups take an active or passive interest in the activities of the organisation. Organisations may appoint a community relations officer to keep close contact with the community. A company is ultimately concerned with the attitude of the general public toward its products and activities. Though general public may not act in an organised way toward the company they carry around images of the company's standing as a 'corporate citizen'.

The organisation operates in a large environment of macroforces that shape the opportunities and also pose threat to the successful functioning of the organisation.

The writer is a retired Joint

They provide legal aid to the

Ensuring Women's Participation in Development Process

/ population is female. Al-Athough most countries of the world guarantee total equality of sexes, discrimination against women is still a major social problem the world over. Even at the end of the 20th century, women do not enjoy the

same rights as men. Discrimination against women still persists in varying degrees in different societies of the world. Although women have qualities same as or similar to men, the cross cultural trend is towards male dominance and female subordination. Women often do not achieve competence or skills equal to men due to lack of opportunity. As a result, a huge disparity between men and women exists in terms of status. rights, ownership of and control over properties and their respective sex roles in every sphere of life. Thus women have been neglected, deprived of their in all sectors of the society. rights and have often become victims of physical and mental torture. The evil trend of using women as commodities is still upward. The world labour market is also indirectly controlling the standard of women's live - women provide twothirds of the total labour expended in economic activities but earn only a measly tenth of the total income. Seventy per cent of the women live under women and children are homeless. This is the prevalent condition of women in general in the world today with a much higher degree of severity in the third world countries in par-

ticular. Condition of Women in Bangladesh

Bangladesh is one of the poorest countries in the world. Although about half of the country's population is female, a vast majority of women have taining to divorce and property ents deem it wise to save money have come forward to break the not yet been involved in the de- inheritance cause women, as much as possible for dowry shackles of convention, assertvelopment process. Although women have registered some success in economic, social, political and educational fields, no significant change has taken place in their overall position in society. Nevertheless, a positive trend of women's participation and change in their po-

sition has started to take shape in the family, workplace, political arena, administration, policymaking and mainstream economic process. But once again, discrimination between men and women is still so acute that it is a stumbling-block to women's development and thus overall national development. Several agencies of socialization systematically reinforce the existing patterns of discrimination. The root of this discrimination starts in the family. A girl is discriminated against in terms of food, healthcare, education etc, while preferential treatment is given to the boy. Thus a male child grows up to be self-reliant. On the other hand, a girl child encounters innumerable restrictions that cause her individuality and natural abilities to suffer heavily and she remains

ever dependent on the men folk. Women's participation in education, culture and the pursuit of knowledge has been traditionally discouraged. This has caused not only women but the

the poverty line, two-thirds of ligions as well. Nonetheless, are illiterate and 80 per cent of there is no reflection of this tion in 1992 was 20.3 per cent

> them for their hardship. rites like dowry, polygamy, child-marriage, hilla marriage and discriminatory laws perwhether educated or illiterate, rich or poor, urban or rural, to suffer untold physical and mental torture. So many pathetic incidents take place everyday that hardly any eyebrows are raised nowadays; it is as though this is how things are supposed their homes in different ways

Women have fallen behind entire nation to fall behind.

Because a child learns the from its mother, only educated mothers can make an educated nation. The pursuit of knowledge has been made obligatory for both women and men by retruth in the society. Rather, women have been forced to remain captive in the house only to give birth, take care of children and render other services to the family. There is not even any social recognition of their relentless service; even no ges- drop-out rate of women from showed women the path to

to be. However, the startling due to rampant male chauvin-

During the last four decades, various policies and conventions have been adopted and implemented by the United Nations and many countries of the world aiming for ameliorating the condition of women. The women movement in Bangladesh has also gathered momentum from this.

by Zafrunnaher Shelly and Sohel Ibne Ali

fact is that most of these incidents of torture is caused by family members. The discriminatory inheritance law also adds to the misery. Women inherit lesser share of property according to the law. Even after that, she sometimes has to relinquish whatever little share she gets under pressure from family members. So women are more prone to poverty than

Women are once again the underdogs when it comes to receiving public service. Per capita amount for medical treatment in Bangladesh is 24 taka for men and only 18 taka for women. Over 13 per cent of girl children suffer from malnutrition compared with 11.9 per cent of male children. The number of maternity deaths is 3 every hour in Bangladesh. (Source: Daily Sangbad, 15 May, 1999, Aporajita). Negligence and poverty cause women

to die from malnutrition. A huge disparity between men and women prevails in the education sector also. To elaborate, the rate of female educaand that for men was 34.6 per cent. Registering only a slight increase, the rate of women education has now gone up to only 23 per cent. The percentage in rural areas is much less than in urban areas. In addition, the ture of sympathy is made to school is more than men. Many freedom. She proved that people believe that the primary women could achieve compe-Besides, may degenerative task for women is taking care of tence equal to men if proper eda family. Furthermore, as it is ucational and job facilities are difficult to arrange marriages provided. Following her footfor women without dowry, par- steps, many women since then purposes rather than spending ing their rightful place in the it on their education. Also, the number of women finding employment out of the total num- are worth mentioning in this ber of educated women is very

Women are tortured outside

ism. Statistics show that 3,824 men and are assigned less rewarding economic roles. Eighty cases of torture on women took place over three years — from four per cent of women in rural areas and 57 per cent in urban August 1995 to August 1998 (Source: Daily Janokantho, 3 areas earn very low income. De-August, 1998). Among the cases, spite all these discouraging there are abductions, rapes and features, women's participation murders. However, the real picin the workplace is increasing. ture is even more dreadful and At present, 80 per cent of the the number of torture cases is garments industry workers are increasing everyday. Moreover, women. Women's participation women do not get justice bein the total workforce in 1984cause of non-cooperation from 1985 was 8.2 per cent and in different institutions and the 1990-1991, the percentage rose delay in the implementation of to an admirable 58.2 per cent. protective legislation. The patriarchal social system is responsible for this. The vested social quarters and opportunist

Although in recent years the number of women voters has increased significantly, women's participation in the political process from national down to the local level is not substantial. At the policymaking level of the state and administration. women's participation is negligible. The 30 women members of the parliament have been dubbed 30 sets of ornaments because they practically have no opportunity to participate in decision-making and play any effective role in the development process. Although women have been elected to the Union Parishad (UP) in the last elections through direct vote, they practically have no power due to the absence of a specific policy guideline. The men in the council impose their decisions on the women by way of coercion or other means. Further, the village arbitration system is totally controlled by men. As a result, the issues of development of and justice for women remain buried.

Government - NGO initiatives

During the last four decades, various policies and conventions have been adopted and implemented by the United Nations and many countries of the The deep-rooted sexism in world aiming for ameliorating our society is reflected in our the condition of women. The workplaces also. Women are women movement in Banglaexpected to be submissive to desh has also gathered

momentum from this. At the government and non-government level, many policies and action plans have been developed and are being implemented. After liberation, women's development issues did not receive much attention in the first three 5-year plans. However, in the last two 5-year plans, it received more attention. An independent ministry has been created for women and children affairs. Equal rights for women are enshrined in the constitution also. Besides, government of Bangladesh is committed to implement the resolutions of the Beijing Conference and SEDAW convention with reservations about only two of the articles. The National Women Development Policy, declared on 8 March 1997, has been formulated for the first time in the history of Bangladesh. With the aim of empowering women politically, the government passed an ordinance, creating room for women to be elected through direct vote in each of the broader wards of the Union Council. Moreover, provision has been made for women to become heads of 7 out of 11 projects in the Union Council. Draft of the amended version of the Women and Child Oppression Prevention Act passed in 1995, was prepared in 1998. Further, GoB has initiated stipend for girl students with the objective of increasing the number of educated women. Also, a quota for reserving 60 per cent of the positions for women in workplaces has been approved. Side by side with the government the NGOs have also undertaken various programmes in education, health, credit, training, legal aid services, rehabilitation etc., for improving the

condition of women. They have played a crucial role in putting pressure on the policymakers to formulate policies for the em-

powerment of women and safeguarding their interests.

Like many other non-government organisations Samata has also made significant contributions to women's development. The NGO has marked successes in its operation towards achieving the aim of realizing the rights of poor women and men over resources and their empowerment. This has been demonstrated in the movement Samata organized in the beginning of its journey for recovering the Khas lands (vested lands) of Beel Ghuhgudah in Pabna. Women participated in the movement on an equal footing with men. They suffered inhuman torture at the hands of local property owners and the police. But they bravely endured all the hardship and finally came out successful in securing their rights. Later on, recommendations for introducing joint ownership of wife and husband instead of monopolistic ownership of only the husband over Khas lands was accepted in line with their demand following the joint initiative of NGO Council and Samata. The ministry of land passed this as law in 1987. So far 1705 acres of land has been leased out for life under the names of both wife and husband. This has ensured financial security for women to a great extent. Apart from this, 8 of the 15 representatives of the landless people in the executive committee of Samata are women. This has created an opportunity for women to participate in its policymaking leading towards the empowerment of women

In the last UP elections following the ordinance creating women's seats Samata extended been formed to challenge the majority of the members of the council who often threaten them or pressurize them otherwise to neutralize their role in the UP activities. Five such forums have been formed so far.

poor women victims of oppression besides arranging local meetings or arbitration. Since NGO Step: An Example the root of women's oppression is in the family, oppressed women do not like to make the issue public being apprehensive of further torture or loss of prestige. After analysis of this reality, Samata has established Women Action Committees in seven villages under an experimental project with the aim to curb women oppression in families and promote women education. This project has already had significant success in curbing women oppression in families. Last year, these committees resolved 82 cases of women oppression through arbitration or mediation. They have further been able to enroll 85 girl children in school. As a result, this project has acquired much acceptability even beyond the project areas. It has a Staff Action Committee for protecting

the interests of women staff members and curbing discriminatory practices against them. Besides all these, the NGO emphasizes on the implementation of the gender policy at the field level as well as in the of-Since its inception in 1976, Samata's aim has been to help establish an equitable and just

society through apportioning resources to poor men and women as it considers resources to be the pre-condition of development. Also, since women have fallen behind as a result of discrimination in a patriarchal society, it believes in affirmative action as a remedy to the situation. Its primary target is the family as it is the most basic social institution. It believes that the likeness of a nation that suppresses its women is support to 21 poor women in the that of a person without a hand competition. Among them 15 It has been working with variwon the elections with huge ous government and non-govnumber of votes. Later, thana ernment organizations towards based forums of the elected the goal of gender equality women members in the UP have through repealing various discriminatory laws and abolishing various rites that oppress

> The writers are Coordinator, Gender and Coordinator, respectively, of Samata.

Garfield ®











