

Institute of Governance Studies BRAC University

Annual Report



2010



The Institute

The Institute of Governance Studies (IGS) is a research, training, and teaching Institute of BRAC University that focuses on assessing national policies and programs and on formulating practical reform proposals.



With the advent of the 21st century, the need for an exclusive institute which would be able to equip and disseminate knowledge about recent innovations and practices in governance and public policy management for contemporary future leaders of Bangladesh became quite obvious. BRAC University recognized this crucial need and established the then 'Center for Governance Studies' in 2005, which by July 2007 evolved into the 'Institute of Governance Studies' (IGS).

For IGS, the concept of governance is best defined as the sum total of the institutions and processes by which society orders and conducts its collective or common affairs. The Institute responds to this concept of governance by integrating the social sciences and the professional disciplines in its academic programmes and research agenda. IGS undertakes research on a large number of topics, including political processes, power mapping, and urban conditions among others and is supported by IDRC's Think Tank Initiative from August 2010. The annual flagship research publication of IGS - the State of Governance in Bangladesh Report - is the first of its kind in the country. The governance approach also integrates the education and training of political leaders and career professionals engaged in the process of formulating and managing public policy. IGS also undertakes needs based short/professional training. As such, the Institute has created a unique niche for itself within the area of Governance.

Research



An important facet of the Institute's core mission is to conduct research on governance and disseminate the findings to the public.

IGS launched "The Judiciary: Policy Note" on 11 August 2010. Dr. Mizanur Rahman, Chairman, National Human Rights Commission of Bangladesh, was present as the Chief Guest at the launching ceremony. Dr. M. Shah Alam, Member, Law Commission, Barrister Harun ur Rashid, Former Bangladesh Ambassador and Dr. Shahdeen Malik, Director, School of Law, BRAC University, were the Guest Speakers. Vice Chancellor of

BRAC University, Professor Ainun Nishat, chaired the programme. More than 30 journalists from both print and electronic media covered the programme. "The Judiciary: Policy Note" is a part of IGS's Policy Note Series on 'Institutions of Accountability'.

To provide a critical and analytical investigation of the governance situation of Bangladesh, the Institute conducts research each year on the state of governance in Bangladesh. This research specifically aims to study important policy decisions, public institutions and public issues from a 'governance' perspective and provide a thorough and systematic diagnosis of the scenario. This analytical work allows the Institute to compare, assess and document changes over time. IGS launched the summaries of its fourth annual report *The State of Governance in Bangladesh (SoG) 2009* on 6 October. Former Chief Advisor to the Caretaker Government, Justice Muhammad Habibur Rahman, was present as the Chief Guest. Pro-Vice Chancellor, BRAC University Dr. Md. Golam Samdani Fakir chaired the programme. The 2009 Report focuses on four key sectors, namely, energy, food security, e-government and labour migration. The SOG 2009 was published in December.



IGS also organized roundtables on the four chapters, food security, international labour migration, e-government and energy of this Report. Lawmakers, especially Chairmen of the related Parliamentary Standing Committees, experts, academicians and columnists

participated in these roundtables. Dr. AMM Shawkat Ali, former advisor to the caretaker government, Dr. Tasneem Siddique, Chair of the Refugee and Migratory Movements Research Unit (RMMRU), Dr. Anannya Raihan, Executive Director of D-Net and Dr. M Tamim, former advisor to the caretaker government chaired the four roundtables.

IGS facilitated a workshop on "Democratic Governance and Human Rights: Achievements towards the Millennium Declaration" on 31 May 2010 at the Bangladesh Institute for Administration and Management (BIAM).

As part of the dissemination work, IGS researchers presented papers and participated in international conferences. Munyema Hasan, Research Associate of IGS (ANSA-SAR project), presented a paper on 'Citizen Monitoring of Millennium Development Goals (MDGs) in Bangladesh' in Dhaka on 19 September 2010 as part of the 5-day Stand Up and Take Action Campaign (SUTA) for the MDGs around the world. Mohammad Sirajul Islam and Munyema Hasan attended a regional workshop on Right to Information (RTI) titled "Toward More Open and Transparent Governance in South Asia" in New Delhi, India.

Academic

The 21st century poses new promises as well as threats to the developing world. Not only is an understanding of changes in globalization necessary, the state must be effective in ensuring good governance as an essential prerequisite for sustainable development. The Institute offers post-graduate education to government officers/civil servants and hopes to enhance their knowledge and capacity to contribute towards better governance.

The Institute had introduced an executive training program for civil servants and public sector officials for the first time in 2007. In the 5th convocation in February 2010, 27 students of the MA program in Governance and Development successfully graduated from the course.

IGS collaborated with the Chartered Institute of Purchasing and Supply (CIPS), UK, to offer CIPS procurement courses in Bangladesh for 20 government officials selected by Central Procurement Technical Unit (CPTU) of the Bangladeshi Government. IGS offered



courses for the Level 4 and Level 5 Foundation Diploma and Advanced Diploma in Purchasing and Supply. To build local capacity, CPTU and IGS jointly organized Training of Trainer (ToT) programs in June and November. Successful trainers were awarded certificates from CIPS.

The Institute, in collaboration with BRAC Business School, organized a training course on “Project Management for Development Practitioners” from 17 - 22 July at the JATRI. 13 participants attended the course.



IGS started a four-month long *Professional Certificate Programme on Environmental Management and Governance* in October 2010. The Certificate Program was offered under ‘Building Environmental Governance Capacity in Bangladesh’ project and jointly implemented by IGS, North South University, Centre for Natural Resource Studies and University of Manitoba, Canada. The certificate program aimed to sensitize and build capacity of mid-level officials from public sector, NGOs and private sector on key environmental governance issues related to natural resources and environment management. 12 participants, mostly from the private sector, participated in the programme.

In April 2010, the 2nd pilot program of Civil Service Training Program (CSTP) on Private Sector Development (PSD) was held at BCDM, Rajendrapur (residential phase) and Dhaka (non-residential or experiential learning phase). The training program was organized by IGS in partnership with Bangladesh Enterprise Institute (BEI) and School of Public Policy and Management, Korea Development Institute (KDI), South Korea. The training program was part of an initiative undertaken by Bangladesh Investment Climate Fund (BICF), in association with the Ministry of Establishment, Government of Bangladesh. 17 Deputy Secretaries of the Government of Bangladesh participated in the training program.

IGS offered technical assistance to the Central Procurement Technical Unit (CPTU), IME Division, Planning Ministry of the Government of Bangladesh in holding the first and second meeting of the Public-Private Stakeholders Committee (PPSC) on 3 February and 19 August 2010 respectively in the NEC-II Conference room of Planning Commission campus. Planning Minister of Bangladesh Government, Air Vice Marshal (Retd.) A K Khandker, who is also Chairperson of the PPSC, presided over both the meetings.



Director of IGS, Manzoor Hasan, visited Thailand and Bhutan in February, Maldives and Nepal in June, Yemen in July, Indonesia in October and Viet Nam in December to provide technical assistance to the respective governments with regard to assessment on the compliance and gap analysis on the United Nations Convention Against Corruption (UNCAC).

ANSA

The Affiliated Networks for Social Accountability (ANSA) are an initiative to promote, strengthen and sustain social accountability knowledge and praxis globally. The primary objective of ANSA-SAR & Global is to enhance and scale up social accountability and governance initiatives in the South Asia Region and elsewhere, through providing project grants to civil society organizations, giving academic fellowships to young scholars and building capacities and competencies within both state and civil society institutions.

The Affiliated Network on Social Accountability (ANSA) of IGS was officially launched at a press meeting on 7 March 2010. Among others, the Pro-vice Chancellor of BRAC University, Professor Dr. Md. Golam Samdani Fakir, and the Director of IGS, Manzoor Hasan, were present at the occasion. 35 members from 18 partner organisations from Argentina, Bangladesh, Egypt, India, Kyrgyz Republic, Philippines and Sri Lanka were present and spoke on the occasion.

In 2010, ANSA-SAR and the Global Partnership Fund (GPF) organized a 2-day refresher course for the alumni of the Governance and Development program on 29-30 March 2010 at BCDM, Rajendrapur. 55 MAGD alumni, who are now currently serving in the Bangladesh government at various levels, attended the course.

ANSA organized another workshop on 'Strengthening, Monitoring and Evaluation for Good Governance and Social Accountability Projects' in Jaipur, India from 1 to 3 June 2010. The workshop was hosted by the Consumer Unity & Trust Society (CUTS) International, a partner of ANSA. Around 40 delegates from 8 countries participated in the workshop.

A workshop on "Implementing Social Accountability Programs: Strategies, Approaches & Methodologies" was held between 8-11 March 2010. This was an event of learning and sharing for the members of partner organisations, organized by ANSA - SAR & Global Partnership Fund (GPF). On 11 March, members from the 16 participating organisations from 6 countries signed Memorandums of Understanding with ANSA, inaugurating the first round of grants being given through a seed funding mechanism, financed by the World Bank Institute.



Dr. Gopakumar Thampi, Chief Operating Officer (COO) of ANSA - SAR & Global, participated in the 2010 Council Meeting of the Australian Council for International Development (ACFID) on 21 - 22 October 2010 as Keynote Speaker of the Opening Plenary. Dr. Thampi also addressed a plenary session at the Evaluation Conclave 2010 held in New Delhi, India, on 28 October 2010.

ANSA-SAR & the Global Partnership Fund (GPF), in partnership with the World Bank Institute and the Canadian International Development Agency (CIDA), hosted a workshop for Bangladeshi parliamentarians on '*Strengthening Parliamentary Oversight: Stronger Linkages Between Citizens and MPs*' on 13 December 2010 at the Westin Hotel. The workshop was attended by 20 participants, including 9 MPs representing both benches of the parliament.

ANSA SAR, in partnership with the International Budget Partnership and the Centre for Policy Alternatives, Sri Lanka, hosted a two day event at the Cinnamon Grand Colombo on 24-25 November 2010, to launch the South Asia findings from the 2010 Open Budget Survey. The Open Budget Survey is the only independent, comparative, and regular measure of budget transparency and accountability



around the world. The workshop had participants from Afghanistan, Bangladesh, India, Nepal, Pakistan and Sri Lanka representing the polity, academia and civil society. Prominent attendees included Mr. Rauf Hakeem, Minister of Justice Sri Lanka, Dr. Mohammad Mustafa Mastoor, Deputy Minister of Finance in Afghanistan, Ms. Shagufta Yasmin, Member of Parliament and Party Whip from Bangladesh, AHM Mustafa Kamal, Chairman of the Parliamentary Standing Committee of the Ministry of Finance, Bangladesh, Dr. Atiur Rehman, Governor of Bangladesh Bank, Mr. Karu Jayasurya, Deputy Leader of the

Opposition, Sri Lankan Parliament and Dr. Pervez Tahir, former Chief Economist of the Planning Commission in Pakistan.

Collaborating with GTZ and InWent, ANSA participated in a Regional Conference on Delivering Social Protection for Unorganized Workers, held in Bangalore, India, from 18 to 20 November 2010. This conference was jointly supported by the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, InWEnt – Weiterbildung und Entwicklung GmbH, Capacity Building International, Germany.

ANSA SAR was the thematic introducer for the working group "Public Service Delivery Systems: Good Practices & How They Work". Four partners of ANSA SAR from India also attended the event to share experiences and insights.

Dr. Gopakumar Thampi, Chief Operating Officer (COO) of ANSA SAR & Global was invited by the Australian Council for International Development (ACFID) to participate in the Council's 2010 meeting during 21 - 22 October, 2010, as a Keynote Speaker for the Opening Plenary on the theme: "The Bottom Billion: Are Governments, Business & NGOs Accountable?". ACFID represents Australia's non profit aid and development sector, with member organizations in more than 100 countries.



ANSA-SAR of IGS organized three *Gambhira* performances titled '*Tothyo Jana Harge Odhikar*', to raise awareness on the Right to Information Act, in Dhaka, on Pohela Boishakh, (14 April 2010). '*Tothyo Jana Hargo Odhikar*' was written, directed and performed by the renowned theatre group, *Prachyanat*, at three important locations in Dhaka city.

JATRI

The Institute of Governance Studies (IGS) of BRAC University launched the Journalism Training and Research Initiative (JATRI) in order to strengthen and expand



the skills of journalists and those who aspire to be journalists and help them fulfill their role of communicators and facilitators of public discourse.

Journalism Training and Research Initiative (JATRI) declared the names of winners of *JATRI Fellowship 2010* on 6 October 2010 alongside the launching ceremony of the State of

Governance Report at JATRI Conference Room. The Fellowship was given to 8 journalists in the following categories - newspaper, television, radio, and online newspaper.

(JATRI) organized a number of training courses on different issues in 2010. Topics covered were: Training of Media Trainers Program in January, a 3-day training course for the journalists of the new daily *Adhinayak* on interviewing and source development techniques in March, storytelling for women journalists in June, IP based telecommunication system in June, and Ethics and Standards in journalism, interviewing and source development techniques in July.

JATRI also launched a study report on *The State of Women in Journalism* on 24 October 2010. The study aimed to understand the ground realities experienced by women journalists in Bangladesh.

A number of lectures were also held in 2010, covering topics such as

- “Good Governance Through Marketing Communication and Media” on 14 January by Dr. Gurprit S. Kindra, Professor, University of Ottawa.
- “Broadcast Journalism: Past, Present and Way Forward” on 04 February. Prominent broadcaster of Voice of America (VOA) Mr. Anis Ahmed was the key speaker.
- “Interpreting Statistics for Media Professionals” on 10 March. Tathagata Dasgupta, Associate Director, ORG Centre for Social Research, AC Nielsen South Asia gave the lecture.
- “Right to Information and Media” on 15 December. Chief Information Commissioner, Muhammad Zamir, delivered the lecture.



JATRI organized five roundtable discussions throughout the course of the year. These were:

1. *Right to Information Act & Investigative Journalism Techniques* in March 2010. Ralph A. Frammolino, a journalist of The Los Angeles Times, facilitated the discussions with the journalists of The Daily *Adhinayak*, who had earlier received training from JATRI.
2. *Role of Women in Local Governance from Media Perspective* on 13 June. Ajoy Das Gupta, Chief, Editorial Section, The Daily *Samakal*, presented a survey result which was conducted on elected women representatives of 329 upazilas among 481 upazilas of the country. Dr. Shirin Sharmin Chaudhury, Honorable State Minister, Ministry of Women

and Children Affairs was present at the discussion as the Chief Guest and Dulal Chandra Biswas, Director General, Press Institute of Bangladesh (PIB) as the Special Guest.

3. *Media and Indigenous People* on the occasion of International Day of the World's Indigenous People on 05 August, 2010. Sanjeeb Drong, General Secretary, Bangladesh Adivashi Forum presented the keynote paper in the program. Raja Devasish Roy, Chakma Circle Chief and member of the UN Permanent Forum on Indigenous Issues, was the Chief Guest and Prof. Sadeka Halim, member of Information Commission was the Special Guest in the program.
4. *New Media New Horizon Citizen Journalism in Bangladesh* on 31 October 2010. Dr. Fahmidul Haq, Assistant Professor, Department of Mass Communication and Journalism, University of Dhaka and Mr. Abu Saeed Khan, General Secretary, Association of Mobile Telecom Operators of Bangladesh, delivered key speeches in the roundtable.
5. *Sharing Experience with the Journalists on Health Situation of Bangladesh* on December 14, 2010. A delegation, comprising of students and faculty of Nova South Eastern University, USA, shared their experiences with the journalists of Bangladesh in the discussion.

Workshops & Other Activities

IGS organized a three day strategic planning workshop from 9 to 11 January 2010 at the BRAC Centre for Development Management (BCDM), Rajendrapur. The workshop was facilitated by Dr. Suresh Raghavan, Director, Public Affair Centre, India. The purpose of the meeting was to discuss IGS's current and future programs and to come up with a common understanding to set an agenda for the next four years. During the three-day workshop, the IGS team examined their previous activities, revised the mission, vision and successfully identified issues to focus in the next four years. The workshop ended with a cultural show staged by members of the IGS team.



In association with the Brummer and Partners Bangladesh, the Institute of Governance Studies organized a day-long workshop on the State of Corporate Governance in Bangladesh on 18 March 2010. The main objective of the workshop was to discuss the state of corporate governance in Bangladesh to address the challenges of establishing a strong base for corporate governance in Bangladesh. Chairman of Apex Group, Syed Manzur Elahi, presented the keynote speech on

corporate governance and its importance in the global and regional context. Director of IGS, Manzoor Hasan, CEO of Brummer and Partners Bangladesh, Khalid Quadir, and Director of Institute of Business Administration, Dhaka University Professor GM Chowdhury, highlighted relevant areas of corporate governance in their addresses at the workshop. Participating companies at the workshop were ACI, Al-Amin Group, Apex Group, Citibank NA, GEMCON Group, Delta Insurance, Rahimafrooz, Ananta Group, Nitol-Niloy, HSBC and others.

Awards/Funds/Grants

IDRC Grant

International Development Research Centre (IDRC) awarded IGS with a grant under their Think Tank Initiative (TTI) in August 2010 under which 28 institutions were selected worldwide among 300 applications. Only two institutions-IGS and CPD were selected from Bangladesh.

EKN funded IGS: The Embassy of the Kingdom of The Netherlands (EKN) funded IGS to develop a Governance and Anti Corruption (GAC) Plan for the Embassy in April 2010. In this regard, IGS specifically analysed the political economy of three key sectors in Bangladesh – Private Sector development, Water Management and Education. Besides, the EKN also funded IGS for the publication and dissemination of its *State of Governance Report in Bangladesh 2009* in July 2010.

ICEA/IRG 1and 2: IGS received funds for research related work for the Improved Capacity for Energy Access Project 1 and 2 from USAID in June and September 2010.

ANSA (Ph-2 / 2nd year): IGS received funds from the World Bank Institute for the 2nd phase of the Affiliated Network for Social Accountability (ANSA-SAR) project in July 2010.

CIPS: IGS received funds from the Chartered Institute of Purchasing and Supply (CIPS), UK in May 2010 to offer international procurement courses for public sector officials in Bangladesh.

UNDP Fund: IGS received funds from UNDP for providing technical assistance to the Ministry of Law, Justice & Parliamentary Affairs on the United Nations Convention against Corruption (UNCAC) in 2010.

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