



Institute of Governance Studies BRAC University

Annual Report



2011

The Institute

The Institute of Governance Studies, BRAC University, conducts both academic and research Programmes on issues of governance in Bangladesh. With the importance given to governance issues in the 21st century donor dialect, BRAC University recognised 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. With this end in view, the 'Centre for Governance Studies' (which evolved into the 'Institute of Governance Studies' in 2007) was thereby established in 2005.

For Institute of Governance Studies (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. The Institute has been awarded the IDRC Think Tank grant in 2010, which is a part of an initiative to promote research capacity for public decision-making in developing countries. Since 2006, the Institute has been publishing 'The State of Governance in Bangladesh' reports on an annual basis. From 2011 the Institute has been working to produce a second publication, the State of Dhaka City report. In addition to the two Reports, the Institute also publishes policy papers and institutional assessments. The governance approach also integrates the education and training of political leaders and career professionals engaged in the process of formulating and managing public policies.

The core projects that are operating at the Institute are Affiliated Network of Social Accountability (ANSA), an initiative to promote, strengthen and sustain social accountability knowledge and praxis globally. Journalism Training and Research Initiative (JATRI), an intervention aims at strengthening and expanding the skills of journalists. Recently two new projects have been launched namely- Capacity Building for Promoting Governance in Bangladesh, which is undertaken in partnership with Bangladesh Public Administration Training Centre (BPATC) with support from The Netherlands Initiative for Capacity Development in Higher Education (NICHE)/NUFFIC and Bangladesh Youth Survey (BYS), a study on youth development and establishment of youth rights in South Asia. In addition to these IGS works with and provides technical support to various national and international private and public organisations e.g. Asia Foundation, USAID PROGATI, Ministry of Planning and Anti-Corruption Commission.

During 2011, the Institute saw a number of organisational changes. Dr. Rizwan Khair took over the position of Director-In-Charge in April 2011 replacing Barrister Manzoor Hasan, OBE. Manzoor Hasan continued to work as the Advisor of the Institute. Naimur Rahman took over the position of Chief Operating Officer (ANSA-SAR) replacing Dr. Gopakumar Thampi in October

2011 and M. Shahidul Islam took over the position of Research Coordinator in December 2011, when Head of Research of IGS, Dr. Ipsita Basu left in November 2011.

Research

An important facet of the Institute's core mission is to conduct research on governance and disseminate the findings to the public. As such, 2011 was a successful and busy year where the team worked to disseminate this knowledge and enhance the profile of the Institute nationally and internationally.

The State of Governance (SOG) in Bangladesh

Since 2006, IGS has been publishing an annual report called 'The State of Governance in Bangladesh'. This is the flagship publication of IGS. These reports are the only regular reports done by a Bangladeshi institution on the governance outlook of Bangladeshi polity/society.

From 2006-2009 so far three reports have been published. The first three reports focused on the institutions and politics of Bangladesh from the governance perspective while the upcoming one focuses on the 40th Anniversary of the Independence of Bangladesh and explores how the influence of the external stakeholders has affected the policy making process of Bangladesh and how such interventions have shaped the country's governance structure.

As part of the ongoing research for the upcoming 'State of Governance in Bangladesh' report, the research team conducted several field visits in Rangpur, Kurigram and Lalmonirhat and interviewed both NGO and non-NGO leaders including trade unions, local government leaders, media representatives, local political leaders and university teachers. The aim of the field trips was to analyze and enhance understanding about the accountability of NGOs in promoting citizens voices, enabling environment of NGOs/ CSOs, ability or inability to create linkages between state and citizens, political environment, key factors inhibiting NGOs from functioning efficiently and finally to understand the relationship between government's objectives and citizens' objectives through the role that are played by the NGOs.

The State of Cities (SOC)

In 2011 IGS started work on its second flagship publication, the State of Cities report, having conducted several interviews, focus group discussions and a survey on the state of service delivery in Dhaka which was subcontracted to AC Nielsen. As a part of the SOC publication, the team had a number of workshops with external consultants -Professors Geoff Wood and Dr. Joe Devine from Bath University who provided guidance to the research team. IGS arranged a Brainstorming Workshop for its research team from April 7-9, 2011 at Bangladesh Public Administration Training Centre in Savar. In the workshop IGS researchers presented their

respective chapters under the State of Cities (SoC) Report and Dr. Geoff Wood, Emeritus Professor of the University of Bath provided comments and suggestions. Dr. Ipshita Basu, Head of Research of IGS facilitated the Programme. Later on,



after initial drafting of the chapters IGS organised another workshop on the State of Cities (SOC) Report on October 5 which was attended by the research team and peer reviewers for different chapters of the SOC. Dr. Salahuddin M Aminuzzaman, Dr. Iftekhhar Iqbal, Dr. Simeen Mahmud, Dr. Ferdous Jahan, Dr. Jalal Alamgir and Dr. Kishore Kumar Singh were present at the workshop as peer reviewers.

Bangladesh Youth Survey (BYS)



IGS also aims at focusing upon a group that is of crucial interest to the nation, namely the youth. The Bangladesh Youth Survey (BYS) is a part of this focus. BYS is currently one of the major ongoing research projects at Institute. It is co-funded by the Swiss Development Corporation (SDC) and UNDP as well as IDRC grant from IGS. The BYS includes a nation-wide quantitative survey, as well as a series of case studies for further qualitative information. This aims at tapping into the aspirations and challenges of young people in Bangladesh. It investigates into

their understanding of own lives, vis-à-vis the state and society. In addition, IGS is also in the process of setting up a regional network among scholars who are engaged in this field.

During September to November 2011, the BYS team at IGS conceptualised and finalised a questionnaire for conducting a national-level Youth Survey. This included a kick-off workshop and brain storming session at IGS in October 2011. A quantitative survey was conducted in all 64 districts across the country, covering about 6,500 respondents among the age group 15-30. Overall, three different field trips were carried out by members of the BYS team. These included field work in Chittagong, Comilla and Sylhet Divisions.

A Regional Planning Workshop was carried out in Colombo from November 11-12, 2011. The rationale of this planning workshop was to explore the possibilities of establishing a network of scholars in South Asia who work on Youth and Politics. It was also a unique chance for IGS to tap into the knowledge of regional scholars during a most crucial phase of setting up our Bangladesh Youth Survey 2011 (BYS). The workshop brought together 13 participants, five from Sri Lanka and eight from other countries. Workshop participants included Marcel Schepp from the Delhi Office of the Konrad Adenauer Foundation, Prof. Siri Hettige from the Dept. of Sociology of Colombo University, Prof. Anula Rathnayaka, Nishara Fernando, Sagara Chandrasekara and Prof. Indralal de Silva. Members of the IGS team included Dr. Elvira Graner, Research Fellow, Fatema Samina Yasmin, Research Assistant and Mahboob Elahi Akhter, Research Assistant. At the workshop, IGS team also made presentation on the core findings of their study that included presentations by Mahboob Elahi Akhter on Arab Youth Survey and by Dr. Elvira Graner and Fatema Samina Yasmin on youth matters and policies.

Partnership with the Carter Center, USA

IGS entered into a partnership with *the Carter Center*, based in Atlanta, GA, USA in the piloting process of the latter's Access to Information Implementation Assessment Tool (IAT) in Bangladesh along with Mexico and South Africa. Six ministries and divisions of Bangladesh Government were identified for the piloting process. Ministries and Divisions included the Ministry of Health and Family Welfare; Ministry of Education; Ministry of Law, Justice, and Parliamentary Affairs; Ministry of Agriculture; Finance Division; and Internal Resources Division. Dr Rizwan Khair and Mohammad Sirajul Islam from IGS were the key researchers in conducting piloting in Bangladesh. Mr. Islam participated in the *IAT Pilot Phase-I* meeting held at Atlanta, GA, USA from December 12-13, 2011 and presented a report on Bangladesh entitled "IAT Application in Bangladesh: *Findings*".



The meeting was inaugurated by the Vice President (Peace Programmes) of The Carter Center, Dr. John Stremlau and moderated by Laura Neuman, Manager, Global Access to Information Project of the Carter Center. Other participants were from various organisations including International Budget Partnership, Mexico City; Hewlett Foundation's Global Development and Population Programme, Mexico City; African Freedom of Information Center, Cape Town; Scottish Information Commission, Edinburgh; International Budget Partnership, Mexico City; South African Human Rights Commission, Johannesburg; Open Society Institute, New York;

International Development Research Centre, Ottawa; the World Bank; and Information Commission, Bangladesh, Dhaka.

Education and Training

In the 21st century, not only is an understanding of changes in globalisation necessary, the state must also be effective in ensuring good governance as an essential prerequisite for sustainable development. Recognizing this fact, the Institute has been offering post-graduate education to government officers/civil servants since 2007 with the hope that it would enhance their knowledge and capacity to contribute towards better governance.

MA in Governance and Development



The MA in Governance and Development Programme (MAGD) is designed to enhance knowledge and skills of individuals, so that they can elevate themselves, to a broader environment and acquire necessary skills to

confront the complexities of development in the context of their societies, against the backdrop of increased globalisation. The Programme is particularly useful for mid-career civil servants. It is designed to enable them to perform their duties in a more effective and productive method. The Programme will prepare graduates for higher studies, teaching and research.

The MAGD is a fully residential one year Programme. It was developed in consultation with the Ash Institute for Democratic Governance and Innovation of the Kennedy School of Government at Harvard University; Lee Kuan Yew School of Public Policy, at the National University of Singapore; Monash University, in Australia, and University of Malay, in Malaysia. The Programme was evaluated in 2006 by the Centre for Governance Studies, University of Leiden in the Netherlands and again by the Beech Grove Associates from London in 2010.

In November 2011, the Institute invited applications for the fourth intake of 'MA in Governance and Development Programme (MAGD).' 48 candidates participated in the test and among them 24 civil servants were selected undertake the course in 2012.

Certificate Programme of Environmental Management and Governance

IGS has been jointly implementing the 'Building Environmental Governance Capacity in Bangladesh' project with North South University in collaboration with the Centre for Natural Resource Studies of the University of Manitoba, Canada. The project is being funded by Canadian International Development Agency (CIDA). As part of the project, IGS offers a Certificate Programme on Environmental Governance. The curriculum for this Programme has been designed through consultation with all partners, government departments, members of academia and civil society.



The main purpose of the Certificate Programme is to sensitize and further enhance the capacity of mid-level public and private sector officials, NGO officials and executives from the corporate sectors on key environmental governance issues related to management of natural resources and environment. It is expected that the Programme will enhance their understanding of the issues and sharpen their decision-making capability.

The four month long Certificate Programme for 2nd batch ended with a Certificate awarding ceremony at the BRAC University on March 31, 2011. This batch consisted of 12 participants from public, private and NGO sectors. Professor Ainun Nishat, VC of BRAC University was present at the occasion and distributed certificates among the students.

The Programme for 3rd batch started on November 16, 2011 at IGS. A total of 12 participants from government, private and NGO sectors are attending this course.

Training on Purchasing and Supply Management

CIPS

IGS has been registered with the Chartered Institute of Purchasing and Supply (CIPS), UK since September 2009 as the first CIPS Study Centre in the South Asia region. CIPS is an international organisation based in the UK serving the purchasing and supply professionals. IGS became the key partner in delivering of CIPS Programme for the component on Institutionalising Capacity Development under the Public Procurement Reform Project (PPRP)-II in 2010. This is a World Bank supported project, which is being implemented by the Central Procurement Technical Unit (CPTU) of the Implementation Monitoring and Evaluation Division (IMED), the Ministry of Planning of the Bangladesh Government. IGS is now facilitating CIPS' qualification for the procurement professionals from both public and private sectors.

CIPS Programme for Public Sector

Under CIPS project, the first cohort comprising of 20 public procurement officials completed Foundation Diploma in Purchasing and Supply (level-4). In the year 2011, this group completed an Advanced Diploma in Purchasing and Supply (Level-5) and then went to the National School of Government in UK where they finished their Graduate Diploma in Purchasing and Supply (Level-6). The Foundation Diploma for the Cohort-2 started in July 2011. This batch consisted of another 20 public procurement officials. This group has completed their Level 4 and enrolled for level-5. In 2011, 17 participants in total from public sector obtained MCIPS degree from CIPS.



CIPS Programme for Private Sector



Initially IGS started CIPS Programme for public sector. Over the period, a demand for this course has been created among the procurement professionals from private sector. In response to this, IGS has initiated CIPS Programme for private sector professionals, who are engaged in procurement and supply chain management.

The first batch for private sector professionals started with 15 participants in July 2011. They have already completed their Foundation Diploma and

enrolled for Graduate Diploma (Level-5). The second batch consisted of 8 participants from private sector and is currently pursuing Foundation Diploma in Purchasing and Supply.

In 2011, IGS also organised a number of field visits for public sectors' participants to enhance their learning process. An "Open House" for private sector Procurement Professionals was arranged to promote CIPS' Programme amongst the private sector. IGS in the meantime has also designed a Masters in Procurement and Supply Management and is waiting for the approval of the University Grants Commission to launch this new Programme in 2012.

Affiliated Network of Social Accountability-South Asia Region (ANSA-SAR) Activities

The Affiliated Network for Social Accountability-South Asia Region (ANSA-SAR) is 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 organisations, giving academic fellowships to young scholars and building capacities and competencies within both state and civil society institutions.

ANSA South Asia Region (ANSA-SAR) & Global are coordinated from the Institute of Governance Studies, BRAC University. ANSA-SAR makes provision for Social Accountability which refers to the ways and means in which citizens can hold public institutions accountable in terms of delivering public services, improving people's welfare and protecting people's rights and entitlements. Funded by the World Bank Institute, currently there are three regional ANSA hubs – Africa, East Asia Pacific, and South Asia, as well as a Global Seed Fund component to promote ANSA in different regions.

The activities of ANSA-SAR are chronologically stated in the following paragraphs.

ANSA-SAR Trainings

Training on “Engaging with Citizens for Improving Service Delivery”

ANSA-SAR of IGS in partnership with the Bangladesh Civil Services (Tax) Training Academy organised a day-long training workshop on ‘Engaging with Citizens for Improving Service Delivery’ on January 18, 2011 at the BCS (Income Tax) Training Academy, Dhaka. 40 Assistant Income Tax Commissioners participated in the workshop. The workshop was structured around learning and sharing theme and explored cutting edge insights on strategies, approaches and methodologies that inform and influence social accountability discourses and practices.



Training for the Assistant Commissioners of Customs and VAT

ANSA-SAR conducted a day-long training on social accountability with a focus on Citizens Report Card for 28 Assistant Commissioners of Customs and VAT. The training was held in Chittagong on February 13, 2011 at the Customs and VAT training academy. This sensitisation workshop was the third of a series of workshops held for entry to mid-level civil servants in Bangladesh. This workshop explored the possibility of institutionalising social accountability tools such as Citizen’s Report Card to enhance the accountability of civil servants.

Training in Sri Lanka on “The Use of Qualitative and Quantitative Techniques for M&E” by the Chief Operating Officer of ANSA-SAR

In March 2011, Dr. Gopakumar Thampi, Chief Operating Officer, ANSA-SAR conducted a half day training session for the staff of the Applied Research Unit of the United Nations Office for Project Services (UNOPS) in Colombo, Sri Lanka on “The Use of Qualitative and Quantitative techniques for M&E” focusing on service delivery projects. The presentation was followed by a discussion session. Moreover the entire session was also web cast to other UN offices globally.

ANSA-SAR Workshops

Workshop on “Social Accountability”

ANSA-SAR developed a Social Accountability Strategy for the Asia Foundation’s Local Economic Growth Project, to be implemented in the Post Conflict Northern and Eastern Provinces of Sri Lanka. Following this a three day training workshop was organised from March 28-30, 2011 by the Asia Foundation on the social accountability tools for thirty local government officials of the Northern and Eastern Provinces. Dr. Gopakumar Thampi was the resource person for this workshop.

Workshop on “Building Negotiation and Advocacy Skills”

ANSA organised a workshop on “Building Negotiation and Advocacy Skills” from May 23-25, 2011 at the BRAC Centre Inn, Dhaka. Representatives from selected organisations from the South Asia Region and all the 22 partner organisations of ANSA- SAR participated in the workshop.

Workshop on Community Score Cards

ANSA-SAR provided strategic support to one of its grantees – PRIP Trust, Dhaka, Bangladesh in the area of designing and implementing Community Score Cards (CSC). As part of this, a workshop on Community Score Card was held from July 9-13, 2011 at PRIP Trust’s project site in Jamalpur. It was conducted for the staff at PRIP Trust and members of the facilitator groups of the CSC. The workshop guided the staff and facilitator group in implementing the first CSC exercise in a primary school at the project site.

Workshop on “Social Accountability Tools” in Thailand

The Affiliated Network for Social Accountability- East Asia Pacific (ANSA-EAP), in collaboration with the Global Partnership Fund (GPF), housed at the Institute of Governance Studies, hosted a workshop on ‘Social Accountability Tools’ for its partner organisations during August 3-7, 2011 in Bangkok, Thailand. The objective of the workshop was to promote social accountability approaches and tools among citizen groups in the region. The activity aimed at facilitating a regional learning and capacity building process for the partners of ANSA-EAP’s network to monitor government performance by using citizen report cards (CRC) and community scorecards (CSC). Dr. Gopakumar K Thampi, Chief Operating Officer, ANSA-SAR was the key resource person of the event. 23 social accountability practitioners from Cambodia, Indonesia, Mongolia, East Timor, and the Philippines participated in the workshop.

Dr. Thampi trained CRC Implementation Team on the methodology and approach of Citizen Report and also helped The Asia Foundation, Sri Lanka (TAF-SL) to draft a CRC Roll-Out Strategy. The CRC Implementation Team consists of faculty from Colombo University, TAF-SL representatives and a senior representative from the Ministry of Local Government.

2011 Asia Regional Peer Learning and Knowledge Sharing Workshop

Naimur Rahman, the new Chief Operating Officer of ANSA-SAR and GPF participated in a workshop on ‘Engaging Citizens against Corruption in Asia: Approaches, Results and Lessons’ from November 29 to December 2, at Jaipur, India. The event was sponsored by Partnership for Transparency Fund (PTF) in collaboration with its partners in India – the Public Affairs Centre, CUTS and Transparency International India. The three-day workshop brought together Civil Society Organisations (CSOs) from 8 countries in Asia and anti-corruption experts from all over the world. The workshop mainly featured results from over 30 case studies and four country Programmes. The participants had the opportunity for peer-to-peer and peer-to-expert discussions on a variety of demand for good governance related topics, including funding strategies, sharing of best practice, innovative forms of engaging media and new technologies for anti-corruption Programmes.

Write-shop with SARITAN

ANSA co-organised a write-shop with the South Asian Right to Information Advocates Network (SARITAN), Commonwealth Human Rights Initiative and World Bank Institute on “How to Make RTI the Story: communicating RTI experiences and their impact” at the Institute of Governance Studies, BRAC University on May 25, 2011. The write shop aims to strengthen the capacity of CSOs in Bangladesh focusing on RTI, to effectively communicate stories about the impact of their RTI work, while laying the ground for a joint publication between SARITAN, CHRI, ANSA and WBI showcasing concrete experiences on the use of the RTI Act at grassroots level by CSOs. The representatives from Manusher Jonno Foundation, Nijera Kori, Research Initiatives Bangladesh, D-Net, Transparency International Bangladesh, Inter cooperation, Nagorik Uddog, MRDI, BRAC Advocacy Unit, Common Wealth Human Rights Initiatives, The Daily Star, Channel I and World Bank Institute were present in the event.

Field Visits

In 2011, ANSA-SAR conducted field visits to 4 of its grantees. The field visits were carried out as part of its continuous monitoring and information sharing process. In April 2011, 2 projects were visited, one in Mirzapur, India; being implemented by CREDA on the entitlements of National Rural Employment Guarantee Act, a safety-net scheme in India, the other project was in Dewas, India, being implemented by Jan Sahas Development Society on conducting community score cards on the health and education services in two districts.

In September 2011, ANSA team members paid visits to another two grantees. With the ANSA SAR funds, ADHAR, based in Balangir, India is implementing a project on promoting social accountability through community initiatives for the activation of the National Rural Employment Guarantee Act and Public Distribution System to ensure food and livelihood security of the targeted families of Balangir district of Orissa state in India. The other project visited was in Berhampur, India being implemented by Youth for Social Development on enabling community monitoring of bidding process of rural road projects (Pradhan Mantri Gram Sadak Yojana) in Ganjam and Gajapati districts of Orissa, India. The field visits done by ANSA team provided the opportunities to speak with beneficiaries directly and discuss with the staff on ways to maximize the impact of the projects.

ANSA-SAR Roundtables

Round table on ‘Use of ICT to enhance Information Transparency and Accountability for the poor: Prospects & Challenges’

ANSA-SAR in partnership with Development Research Network (DRN), Canadian International Development Agency (CIDA) and the World Bank Institute, hosted a round table discussion on ‘Use of Information, Communication and Technology (ICT) to Enhance Information, Transparency and Accountability for the Poor: Prospects & Challenges’ on January 31, 2011 at BRAC Centre Inn. Participants from different civil society organisations, business organisations and media were present to discuss the current status, challenges and future prospects of using ICT in implementing Rights to Information Act in Bangladesh.

Round-table on “Social Accountability Stock-Taking”



A Round-table on “Social Accountability Stock-Taking in Bangladesh” was organised on November 15, 2011 at BRAC Centre Inn, Dhaka. The aim of the workshop was to build an information or evidence base for the present and emerging accountability practice – especially in the context of Bangladesh, and subsequently rest of South Asia. It was attended by representatives from a number of civil society organisations, viz. the Hunger Project-Bangladesh, Bangladesh NGOs Network for Radio and Communication (BNNRC),

D-Net, PRIP Trust, Article 19, Bangladesh, Manusher Jonno Foundation, HELVETAS Swiss Inter-cooperation Bangladesh, Nagorik Uddog/ AIB and many others.

Technical Assistance to the Asia Foundation-Sri Lanka

The Chief Operating Officer of ANSA-SAR, Dr. Gopakumar Thampi designed and moderated a session on Social Accountability and Political Economic Review for the Local Governance Project of the Asia Foundation- Sri Lanka from January 23-30, 2011 to assess the nature of challenges and key issues to achieve the social accountability strategic objectives in the context of an overall political and economic analysis. The session mainly focused on a road map for introducing social accountability mechanism and tools to partners and stakeholders, enhancing their capabilities for implementing and institutionalising social accountability mechanisms and leading practices at local, sub national and national levels.

Consultations on ANSA-SAR's Future Activities



ANSA-SAR conducted a day-long consultation on ANSA-SAR's future activities and network building on May 22, 2011 at the BRAC Centre Inn, Dhaka. The key objectives of this consultation was to share emerging experiences from different context that may inform and influence future work on social accountability, and identify approaches/ strategies to sustain, widen and deepen the network. The consultation involved the

heads/senior representatives of the 22 partner organisations, invited representatives from the Programme for Accountability Nepal (PRAN), Integrity Watch Afghanistan (IWA), representatives from BRAC University/ Institute of Governance Studies, World Bank Institute and ANSA-SAR team.

Official Launching of ANSA Global at Manila

The Affiliated Network for Social Accountability (ANSA)-Global was officially launched in Manila during June 27-28, 2011. The launching was followed by the first Global Partnership Panel meeting. ANSA Global has been functioning from the Institute of Governance Studies since 2009 and under that three grants have been provided, which has resulted in the incubation of two regional ANSAs, the Middle East and North African Region and the Latin American and Caribbean Region.

Speech by the Newly Appointed Chief Operating Officer in Delhi

Naimur Rahman replaced Dr. Gopakumar Thampi as the Chief Operating Officer in October 2011 and upon joining he gave a speech at the National Credibility Alliance in Delhi on "Civil Society Organisations (CSOs) in the Changing Socio-economic Political Scenario" - especially in the context of Governance Accountability.

Horizontal Learning Programme (HLP): Appreciative Inquiry Network Workshop

The COO of ANSA-SAR & Global attended the first Horizontal Learning Programme (HLP): Appreciative Inquiry Network Workshop from November 21-22, 2011 at Elenga, Tangail. The objectives of the workshop were to share the existing good practices, plan exposure visits for learning from peers, identify opportunities for collective engagement at the Bangladesh Urban Forum and identify next steps for scaling-up, deepening and sustaining this initiative. Representatives from Pourashavas, Local Government Division (LGD) and partner agencies were present in the workshop. The workshop was facilitated by the Ministry of Local Government with support from WSP, UPPR (UNDP, DFID), UGIIP (ADB, KFW, GIZ) and JICA.

Engagement with World Bank Country Team and Programme for Accountability Nepal (PRAN)

In December 2011, ANSA-SAR established connection with World Bank Country Team in Bangladesh and PRAN (in Nepal) for expertise support on Social Accountability tools and Third-Party. ANSA is also associating with World Bank Institute in the delivery of online Social Accountability course targeted at the South Asian audience. Moreover there have been agreements of collaborative works with the Water & Sanitation Programme (WSP) around their Horizontal Learning Programme (HLP) with the Governance team on RTI and support to LGSP-II and with the CMU for providing knowledge support to their Third Party Monitoring (TPM) efforts in Bangladesh.

Journalism Training and Research Initiative (JATRI)

In April, 2009, 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. In 2011 JATRI organised a number of training Programmes, public lectures, public discussions and various other events which are described in a chronological order below:

JATRI Training Programmes

Training on Investigative Reporting for Broadcast Journalist

JATRI organised this training from January 9-13, 2011 at the JATRI Training Room in Kawran Bazar, Dhaka. The objective of the training was to enhance the knowledge of the participants about investigative reporting for broadcast media in Bangladesh. This five-day training covered the theoretical and practical sides of broadcast journalism. The training also focused on the ethics and standards of investigative journalism with a purpose to motivate the participants to practice the ethics in reporting. Apart from the training team of JATRI, Sanaullah Lavlo, Head of News & Programme, ABC Radio and Mir Masrur Zaman, Joint News Editor, Channel i of Bangladesh conducted various sessions of the training as Resource persons. A total of twenty one participants from different print and broadcast media houses attended the training Programme.

Training on Ethics and Standards of Journalism

JATRI organised this four-day training for twenty five journalists from February 12-15, 2011 in JATRI Training Room. The purpose of the training was to enhance the knowledge of the participants about ethics and standards of journalism. The contents of the training focused on both the theoretical and practical sides of ethics and standards of journalism. Nayeemul Islam Khan, Editor of The Daily *Amader Shomoy* and Robaet Ferdous, Associate Professor of the Mass Communication and Journalism Department, University of Dhaka, together with the Training Team of JATRI conducted various sessions of the training as resource persons.

JATRI also organised the same course for the second batch consisting of twenty journalists from February 27 to March 2, 2011. Muzzammil Husain, Senior Journalist; Sheepa Hafiza, Director, Gender, Justice & Diversity and Advocacy, BRAC and Munni Saha, Head of News, ATN News conducted sessions of the training as resource persons.

Training on ‘Interviewing and Source Development Techniques’

During 21-23 March 2011, JATRI organised a training course on ‘Interviewing and Source Development Techniques’ at the JATRI Training Room. 21 working journalists in total participated in the training. Shahnaz Munni, Senior Journalist facilitated the Programme. During sessions, she simultaneously shared her own work experiences with the participants. The Programme ended with another session on the ‘Power of Silence’ which was facilitated by Farhana Islam, Training Manager of JATRI.

Training on Storytelling for Women Journalists

JATRI organised a three-day training course on Storytelling for Women Journalists from April 5-7, 2011 at JATRI premises. 21 aspiring women journalists participated in the training. The objective of the training was to strengthen the quality of news writing/reports and introduce them with alternative, more creative forms of storytelling that attract readers, viewers and listeners. Nadim Qadir, Editor of ATN News, Anisul Hoque, Deputy Editor of the Prothom Alo & Zahirul Alam, Chief of correspondent of NTV conducted different sessions.



Training on ‘Planning & Research for Investigative Journalism’

JATRI organised training on ‘Planning & Research for Investigative Journalism’ at the JATRI Training Room from April 30 to May 5, 2011. Twenty participants took part in this training. This six day long training started with the discussion by Dr. Md. Golam Rahman, Professor of Mass Communication & Journalism of Dhaka University. Who discussed the concept, criteria, and types of investigative journalism. Dulal Chandra Biswas, Director General, Press Institute of Bangladesh discussed about the methodologies of investigative reporting. Mir Masrur Jaman, Editor of Channel i, focused on the theoretical and practical issues of investigative journalism including data collection and verification process, camera operation, etc. The training ended with the presentations on different topics by the participants. Farhana Islam, Training Manager, JATRI, and Zahidul Islam, Training Specialist, JATRI facilitated the training.

Public Lectures and Discussions

Public Lecture on Media Education: Bangladesh Perspective

JATRI organised a public lecture on 'Media Education: Bangladesh Perspective' on January 12, 2011 at JATRI Conference Room. Journalists from different print and electronic media attended the discussion. Khaled Muhiuddin, Editor of Media Watch and weekly magazine *Saptahik Kagoj* delivered the lecture as guest speaker. At the outset of the Programme, Jamil Ahmed, Chief of JATRI welcomed all the guests and briefly spoke about JATRI and its activities. Faroha Surawardy, Broadcast Journalist and Deputy Director of Bangladesh Betar; Zahid Hossain, Media Component Manager of DAI; Ayed Hossain, Assistant Editor of The Daily *Amaradesh* and Chinmoy Mudsuddhi, Senior Journalist attended as discussants in the Programme.

Public Lecture on Gender and Media: Bangladesh Perspective

JATRI organised a public lecture on Gender and Media: Bangladesh Perspective. The event was held on January 23, 2011 at the JATRI Conference Room. Journalists from different print and electronic media attended the discussions. Robaet Ferdous, Associate Professor, Department of Mass Communication and Journalism of the University of Dhaka, delivered the lecture as guest speaker. Representatives from Desh TV, Gonosakhorota Ovijan, the Daily Independent, Channel i, *Jajjaidin*, ABC Radio, the Daily *Kaler Kantha*, CARE Bangladesh and Bangladesh Mohila Parishad participated in the lecture.

Public Lecture on Journalism in Bangladesh: Past, Present and Way Forward

A public lecture on Journalism in Bangladesh: Past, Present and Way forward was held at the JATRI conference room on January 27, 2011. Abed Khan, renowned journalist and Editor of the Bangla Daily *Kaler Kantha*, delivered the lecture. Journalists from different print and electronic media attended this discussion. Zaglul Ahmed Chowdhury, former Managing Director of Bangladesh Sangbad Sangstha (BSS) and Adviser to the JATRI also spoke. The sessions were moderated by Jamil Ahmed, Chief of JATRI.

Public Discussion on "Language of FM Radio"

JATRI organised a public discussion on "Language of FM Radio" on February 9, 2011 at the JATRI conference room. Ameen Al Rashid, Senior Reporter & News Presenter of ABC Radio was present as guest speaker. Radio jockey, reporters and producers of different radio stations, representatives of Bangla Academy and Bangladesh Betar participated in the discussion. Mr. Rashid said that the main objective of language is to communicate with others, so it is

important to fix the standard of that communication. The Programme was moderated by Jamil Ahmed, Chief of JATRI.

Public Discussion on “Language of Advertisement”

JATRI organised a public Lecture on “Language of Advertisement” on February 28, 2011. Afzal Hossain, famous actor and Managing Partner of MATTRA, attended the Programme as a key speaker. Fifty journalists from different print and electronic media attended the discussion.

Discussion Event on “State of Press Freedom in Bangladesh 2010”

JATRI organised a discussion event on its publication titled “State of Press Freedom in Bangladesh 2010” on May 5, 2011. Sayed Abul Moksud, Columnist; Abed Khan, Editor, the Daily *Kaler Kantha*; Professor Dr. Sadeka Halim, Information Commissioner; Zaglul Ahmed Chowdhury, Senior Journalist and Adviser of JATRI discussed in the event. Besides, journalists from different print and electronic media attended the event. Rabiul Alam, Research Manager of JATRI, presented key findings of the report. The research was conducted by JATRI during January to December 2010 based on 12 newspapers scanning, 51 issues and 3714 clippings. These newspapers are Daily Star, New Age, *Prothom Alo*, *Kaler Kantha*, *Ittefaq*, *Jai Jai Din*, *Amar Desh*, *Amader Shomoy*, *Naya Diganta*, *Samokal*, *Jugantor*, and *Janakantha*.

JATRI Fellowships

JATRI initiated a fellowship Programme as part of its commitment towards promotion of quality journalism in Bangladesh. In 2011, eight journalists were awarded JATRI Fellowship for their work on investigative journalism. The fellows were selected from different newspapers, radios, television channels and online news agencies. Under this fellowship, eight reports were prepared and published in different newspapers and online media. This year, JATRI also initiated its fellowship Programme for second batch. A three member Jury board interviewed twenty one journalists who applied for the 2nd batch of JATRI fellowship. Abed Khan, Editor, *Kaler Kantho*, Selina Hossain, Litterateur Personality and Zaglul Ahmed Chowdhury, Former Managing Director, BSS were present as Jury board members in the selection board. Another eight journalists will be awarded for the 2nd batch of the fellowship Programme.

Renowned American journalist Amy Herdy at JATRI

Amy Herdy, the famous American journalist and media consultant visited JATRI on September 25, 2011 to conduct a session on “Investigative Journalism: Past, Present and Way Forward.” The session was held at JATRI premises in Kawran Bazar. The Programme was jointly organised by the American Center, US Embassy and JATRI. In her lectures, Amy Herdy talked about the past and present techniques of investigative journalism. She also talked about some new

techniques to make journalism transparent and highly informative. In addition, she also focused on storytelling techniques, worthy storytelling practices, ways to interview, breaking news and trauma reporting. Patricia Hill of the American Center Press Section gave welcome remarks while Jamil Ahmed, Chief Executive of JATRI moderated the session. Senior journalists, media professionals and representatives of leading print and electronic media were the participants.

Campaign for Tobacco Free Kids Programme



JATRI organised Campaign for Tobacco Free Kids (CTFK) Programme in November 2011. Main objective of this Programme was to build awareness on the affect of tobacco. The Programme was attended by Ruhul Amin Rushd of Banglavisision, Mohammad Nadim from the Daily Ittefaq, Rita Nahar from Boishakhi TV and many other media personnel.

Noble Laureate Amartya Sen's Visit to JATRI



On December 29, JATRI organised a view exchange meeting with the fellows under the Salma Sobhan Fellowship Programme. Nobel Laureate, Professor Amartya Sen was present as Chief Guest at the meeting. Professor Rehman Sobhan, Professor Rawnak Jahan, and Ishfaq Ilahi Choudhury, Registrar, BRAC University were also present at the meeting. Jamil Ahmed, Chief Executive of JATRI, moderated the session. The Salma Sobhan Fellows shared their experiences about how this fellowship contributed to their professional development.

Capacity Building for Promoting Governance

In 2011, IGS in partnership with Bangladesh Public Administration Training Centre (BPATC) initiated this 4-year project with support from the Netherlands Initiative for Capacity Development in Higher Education (NICHE/NUFFIC). Netherlands based MDF Training and Consultancy B.V (MDF), the Center for International Cooperation of the VU University of Amsterdam and the Institute of Social Studies of Erasmus University, Rotterdam are also partnering in this collaborative intervention. The project aims at building capacity at IGS and BPATC to transform the public sector in Bangladesh to be responsive to the needs of its citizen through competent curriculum designing, training, learning and developing effective sustainable strategy.

Visit by Dutch Partners

2011 was the inception year for this project. As an inception activity, a three-member team Professor Das Gasper from ISS, Dr, Vim Kouwenhoven from VU University of Amsterdam and Dr. Martin van Asseldonk from MDF, visited IGS and BPATC from 7-17 November 2011. During their visit, the team had meetings with IGS and BPATC staff members and discussed on project's goal, objectives, activities and the way of mutual cooperation in future.

Project Proposal Review Meeting in The Netherlands

From December 10-19, 2011, a 4-member team, 2 from IGS and 2 from BPATC went on a 10-day visit to The Netherlands and attended project proposal review meeting. The IGS team consisted of Dr, Rizwan Khair, Director-In-Charge and Munir Uddin Shamim, Senior Programme Manager and BPATC team included A. A. M. Shafiqul Alam, Rector and Dr. Md. Mahmudul Hasan, MDS. During the visit, the Bangladeshi team and the Dutch Partners finalised the project document through a series of meetings and participatory discussions. In addition, the team also visited various public and private institutions in Netherlands and shared their experiences.



Technical Assistance

Public Private Stakeholders Committee (PPSC)

From October 2009, IGS has been providing technical assistance to the 'Public Private Stakeholders Committee (PPSC)' which is constituted under the auspices of the Public Procurement Reform Project-II (PPRP-II). The PPRP-II is being implemented by the IME Division of the Ministry of Planning with technical assistance from the World Bank. The main objective of



this project is to improve performance of the public procurement system progressively in Bangladesh, focusing largely on the key sectoral ministries and targeting their implementing agencies.

The PPSC has been formed to devise a third party monitoring mechanism for public procurement in Bangladesh. It consists of representatives from academic institutions, business community, think-tanks and civil society organisations along with government officials. The Committee will evaluate the broad impact of the Public Procurement Act and Rules on country's actual procurement practices, and put recommendations to the Government to make appropriate changes in Procurement Act and Rules. IGS is responsible for providing technical assistance to this committee in formulating third party monitoring mechanism.

PPSC Meeting

In 2011, IGS organised three quarterly PPSC meetings. All meetings were held at the NEC Conference Room of the Planning Commission Campus in Sher-e-Bangla Nagar. Air Vice Marshall, (Rtd.) A K Khandker, Honourable Minister, Ministry of Planning, and Chairperson of the Public-Private Stakeholders Committee (PPSC) chaired the meetings while the representatives from public and private sectors including civil society organisations attended meetings. The PPSC meetings served as vibrant platform for debate and discussions on how to engage third party to promote efficiency, accountability and transparency in public procurement in Bangladesh. With technical assistance from IGS, respective agencies namely

LGED, RHD, BWDB shared their opinion and experiences regarding third party engagement in public procurement. IGS team members also made a number of presentations focusing on possibility of third party engagement in public procurement in Bangladesh.

Newsletter Publication

IGS also provided technical support to PPSC for strategic communication, which included publishing and distribution of a quarterly newsletter named *Public Procurement Watch*. In 2011, 3 volumes (6000 copies in total) were published and distributed among various public and private organisations, academic and research institutes and grassroots organisations across the country.

Policy paper

In 2011, IGS developed a policy paper and a case study on public procurement. The title of the policy paper is *'Improving Transparency in Public Procurement: Interplay between procurement and right to information laws'*. Sirajul Islam, Research Associate of IGS, developed and presented this policy paper at the 6th PPSC meeting. A case study titled *'Public Procurement in Bangladesh: A Study of Legal Compliance'* was prepared by Sirajul Islam. Findings of this case study were shared with the PPSC members at the 4th PPSC meeting.

Promoting Democratic Institutions and Practices (PRODIP)

The Asia Foundation (TAF) is implementing a project named Promoting Democratic Institutions and Practices (PRODIP) with financial assistance from USAID. It is a joint initiative of TAF with the State University of New York (SUNY). The broader goal of the project is to contribute to build 'more effective and responsive democratic institutions and processes in Bangladesh.' To achieve this, PRODIP works closely with the Parliament of Bangladesh and Civil Society partners. PRODIP also aims to introduce an innovative direct democracy initiative through building capacity and supporting citizens committee, the District Public Policy Forum (DPPFs).

In December 2011, IGS signed an agreement with the Asia Foundation to provide technical assistance in building capacity of civil society organisations to run policy and practice advocacy. Major technical assistance to be provided by IGS under this contract includes advocacy toolkit development, ToT for selected representatives from civil society organisations and publication of the training manual on advocacy.

International Conference on 40 Years of Bangladesh: Retrospect and Future



To mark the 40 years of the Independence of Bangladesh, IGS organised its first International Conference on "40 Years of Bangladesh: Retrospect and Future Prospects" during November 26-28, 2011 in collaboration with Centre for Development Studies (CDS) of Bath University. The theme of the conference was to reflect back on the relative successes and shortcomings, and to look forward to future prospects for governance reform in Bangladesh.

The inaugural launching session was held at the BRAC Centre Inn, Mohakhali, Dhaka on November 26, 2011, while the main Programme was held at the BRAC-CDM (BRAC Centre for Development Management) at Khagan, Savar from November 27-28, 2011. Justice Muhammad Habibur Rahman, Ex-Chief Adviser of the Caretaker Government, the People's Republic of Bangladesh was the Chief Guest of the launching session which was chaired by Professor Golam Samdani Fakir, the Pro-Vice Chancellor of BRAC University. Dr. Gowher Rizvi, Adviser (International Affairs) to the Prime Minister of Bangladesh was the Special Guest on the occasion. A short documentary film depicting the successes and challenges of Bangladesh over the last 40 years was screened at the launching ceremony. This documentary film was made by IGS for the Conference.



A total of 36 articles were presented in the Conference by 41 academics and scholars from well known universities of the world and research and development organisations such as Yale University, USA; London School of Economics and Political Science of University of London; University of BATH, UK, Jawaharlal Nehru University, India; University of Dhaka; University of Chittagong; University of Alabama, University of Kebangsaan, Malaysia, as well as BRAC University. On Day One of the Conference (November 27), Professor Mohammad Mohabbat Khan of the University of Dhaka chaired the working sessions.

Major topics of the first day included:

- Political Violence
- Politics of Administrative Reform
- Bureaucracy and Governance
- Citizenship, Participation and Governance
- Service Delivery and Governance



In the evening of Day One, a Round Table Discussion on "*Good Governance from Within and Without: The Role of Public Sector, Civil Society and the Private Sector*" - was moderated by Barrister Manzoor Hasan OBE, Adviser, IGS, BRAC University. It was attended by Dr. Gowher Rizvi, Adviser to the Honourable Prime Minister of the People's Republic of Bangladesh, Ms. Shaheen Anam, Executive

Director, *Manusher Jonno* Foundation, Ms. Salima Ahmed, President, Bangladesh Women Chamber of Commerce and Industry (BWCCI), and Mr. Abdul-Muyeed Chowdhury, Chairperson BRACNet and Former Adviser to the Caretaker Government of Bangladesh.

On Day Two of the Conference (November 28) four sessions on the following major topics was chaired by Professor Imtiaz Ahmed from University of Dhaka along with different resource persons :

- Political Parties and Parliament
- Pro-poor Governance
- Environmental Governance
- Urban Governance
- Identity and Governance
- Media, Technology and Governance

In the evening, a Wrap-Up Session was organised where Dr. Jalal Alamgir on behalf of IGS and Dr. Joe Devine from Bath University summarised and commented on the sessions. Dr. Golam Samdani Fakir, Pro-VC, BRAC University chaired the session.

Participation in Conferences/Workshops and Paper Presentations by IGS Staff

Curriculum Review Workshop

IGS organised a Curriculum Review Workshop from January 21-22, 2011 at BRAC Centre for Development Management in Savar, Dhaka. Alumni from three batches of the MA in Governance and Development (MAGD) participated in the workshop. Among others Dr. Gowher Rizvi, Adviser to the Prime Minister of Bangladesh, Dr Ainun Nishat, Vice Chancellor of BRAC University, Dr. Md. Golam Samdani Fakir, Pro-Vice Chancellor of BRAC University, Dr. Saleh Uddin Ahmad, Ex-Pro-Vice Chancellor of BRAC University, Barrister Manzoor Hasan, Director of IGS, Dr. Donald Curtis, Evaluator of MAGD, Professor MM. Khan and Professor N.A. Kalimullah, among other academics were present at the workshop. The workshop was coordinated and facilitated by Dr. Rizwan Khair, Academic Coordinator of IGS.

Forum on “Economic Governance of Dhaka City”

Dr. Elvira Graner, Research Fellow, Kazi Nurmohammad Hossainul Haque, Sr. Research Associate and Mahboob Elahi Akhter, Research Assistant of IGS attended the “Bangladesh Urban Research Forum 2011” from May 26-27, 2011. The forum on “Economic Governance of Dhaka City” was arranged by Khulna University, Bangladesh.

Teaching and Learning Centre Workshop by IGS Staff

In September 2011 a group of four IGS researchers/faculty members participated in the 5th Teaching and Learning Center (TLC) Workshop of BRAC University, a capacity building orientation for the University’s faculty. Participants from IGS included: Dr. Elvira Graner, Research Fellow; Kazi Nurmohammad Hossainul Haque, Senior Research Associate and Mahboob Elahi Akhter and Jannatul Fardosh, Research Assistant.

Strategy Review Workshop and Annual Planning Staff

On November 29, IGS organised a workshop to evaluate the activities of 2011 and review and update the strategies (2012-15). All IGS employees participated in this session. Andrew Jenkins, Donor Liaison Officer of BRAC moderated the first part of the session. Divisional as well as overall IGS strategy was discussed in this session.

“10th International Research Conference on Quality, Innovation & Knowledge Management

M. Jahirul Qayum, Senior Programme Manger, IGS, attended the “10th International Research Conference on Quality, Innovation & Knowledge Management held in Kuala Lumpur, Malaysia from February 15-18, 2011, organised by Monash University. At the conference, he presented a paper on “E-Government Initiatives in Bangladesh – Need for a Holistic View and Engagement of Government Staff”.

Dressing the world – ‘Bangladesh's Ready Made Garment Industry from the vantage point of institutional theory’

Dr. Elvira Graner, Research Fellow of IGS, attended a conference in Rauschholzhausen, Germany (Association of German Economic Geographers) on ‘Dressing the world – Bangladesh's Ready Made Garment Industry from the vantage point of institutional theory’ in April 2011.

Presentation at Rutgers University

Mohammad Sirajul Islam, Research Associate of IGS, participated in the first global conference on Transparency Research from May 18-20, 2011. The conference was organised by the School of Public Affairs and Administration, Rutgers University, Newark, New Jersey, USA. He presented a paper titled “Improving Transparency in Public Procurement in Bangladesh: *Use of Right to Information and Whistleblowers’ Protection laws at sub national levels*”.

Presentation at the Tribhuvan University, Nepal

Dr. Rizwan Khair, Director-In-Charge, visited Kathmandu, Nepal, from June 29-30, 2011 to participate in an international conference on ‘In Search of Better Governance: Challenges and Prospects’ organised by the Central Department of Public Administration of Tribhuvan University, Nepal, and Department of Public Administration & Organisation Theory, Bergen University, Norway. Dr. Khair presented a paper titled ‘The Complementary of Politics and Administration in Developing Countries: A Theoretical Paradox’.

Presentation at Carter Centre

The Carter Centre made a partnership with IGS in the piloting process of Access to Information Implementation Assessment Tool (IAT) in Bangladesh along with Mexico and South Africa. Dr. Rizwan Khair and Mohammad Sirajul Islam from IGS were the key researchers in looking at the

piloting process in Bangladesh. Sirajul Islam, Research Associate participated in the *IAT Pilot Phase 1* meeting from December 12-13, 2011. The meeting was organised by The Carter Center in Atlanta, Georgia, USA. At the meeting, he presented a paper titled "IAT Application in Bangladesh: *Findings*".

11th Asian Urbanisation Conference at Hyderabad

Rubayet Hamid, Research Assistant of IGS attended the 11th Asian Urbanisation Conference from December 10-19, 2011. The conference was organised by Osmania University, Hyderabad, India. She delivered a presentation on "Children of the City"- An Inter-generational Account of Urbanisation, Poverty and Child Wellbeing in Dhaka City.

Miscellaneous Workshops and Presentations

Presentations

Lecture at the National Defence College

Barrister Manzoor Hasan, Adviser of IGS, delivered a lecture on "International Law and International Court of Justice" at the National Defense College on July 11, 2011. 53 members of the rank of Brigadier General/Joint Secretary and equivalent, including 21 foreign course members from six different countries attended the lecture.

Presentation in Bangalore

Dr. Ipsita Basu, Head of Research of IGS, presented a paper on "Securitisation of Development: Investigating India's two-pronged policy towards left wing extremism" at CSTEP, Bangalore on May 27, 2011. The paper has been confirmed for publication in *Contemporary South Asia*, 2011, Vol. 19, Issue 4.

Workshops

Brainstorming Session on Civil Service Act

IGS organised a brainstorming session on April 23, 2011 at Dhaka to solicit comments and recommendations on the draft Civil Service Act 2011 from practitioners' perspective. Sixteen civil servants across the country participated in the session. Dr. Rizwan Khair, Director in-Charge of IGS facilitated the session. Based on the comments of the participants, IGS provided the Government of Bangladesh a report on the draft Civil Service Act.

Workshop on ‘Government and Opposition’

Dr. Rizwan Khair, Director-In-Charge of IGS attended a workshop on “Government and Opposition Workshop – Roles, Rights and Responsibilities” arranged by Commonwealth Secretariat and Commonwealth Parliamentary Association at Male, Maldives from June 13-15, 2011

Workshop organised by Global Partnership Fund

The Global Partnership Fund (GPF) secretariat of ANSA based in the Institute of Governance Studies, BRAC University, is going to produce three novel knowledge products in collaboration with Association for Stimulating Know-how to generate knowledge, add to the existing discourse on social accountability and inform the work of the practitioners. For the purpose of developing the knowledge materials, the GPF organised a Brainstorming workshop from June 20-22, 2011 at Civic Inn, Dhaka. The expert consultation has identified key building blocks for defining the content and operational guidelines for developing the knowledge materials. Representatives from Public Affairs Centre, India, *Samuhik Abhiyan*, Institute for Participatory Interaction in Development (IPID), Association for Stimulating Know-how and Water and Sanitation Programme, World Bank were present in the workshop.

Visit to IDRC

Dr. Ipshita Basu joined the meeting of the International Development Research Centre (IDRC) at New Delhi, India. The meeting was held on July 26, 2011, to discuss the ongoing Programmes of IDRC in South Asia. **IGS St**

Visit of IDRC Monitoring Team

Dr. Kaveri Gill, Senior Programme Officer, Think Tank Initiative, and Dr. Stephen J. McGurk, Regional Director of IDRC, visited IGS in January and October 2011 for the annual monitoring of the utilisation of IDRC Think Tank funds. After detailed discussion with different teams at IGS, IDRC team made a presentation regarding their findings of TTI Policy Community Survey on Think Tanks in Asia. They also debriefed the senior members of IGS about their findings.

Lectures by IGS Staff

Ipshita Basu conducts lecture in Berlin

Dr. Ipshita Basu, Head of Research, IGS was invited by the Department of International Relations, Freie University of Berlin on March 4, 2011 to address an audience of Foreign Service Officials, where she delivered a lecture on *Identity, Culture and American Foreign Policy*.

Lectures on 'Social Accountability' conducted by the COO of ANSA-SAR

Dr. Gopakumar Thampi, the Chief Operating Officer of ANSA-SAR delivered a lecture on 'Social Accountability: Concept, Practices & Challenges' on May 18, 2011 at the Bangladesh Public Administration Training Centre. The lecture was part of the Foundation Course of the Centre attended by 300 civil servants.

Presentation in Sri Lanka by ANSA-SAR's COO



Dr. Gopakumar Thampi, Chief Operating Officer of ANSA-SAR, gave a presentation for the members of the Sri Lankan Evaluation Association (SLEvA) on August 20, 2011 at the Sri Lankan Institute of Development Administration on the theme: "Interrogating Evaluation: Moving beyond the 'technique' to 'politics'." SLEvA was established in 1999 to address a long felt need for establishing an evaluation culture in the Sri Lankan society. A wide cross-section of professionals from academia, international

agencies, public, NGO and private sectors are members of this platform. The presentation profiled existing critiques and challenges to the concept and praxis of evaluation and proceeded to highlight the emergence of an 'audit society'. The presentation drew upon examples and case studies from social accountability tools and approaches and made out a case for integrating these within traditional frameworks of evaluation.

Dr. Thampi also gave a presentation to the staff of the World Bank Office in Colombo on the activities of ANSA. The presentation focused on ANSA- SAR's current work in Sri Lanka and explored ways of integrating some of the tools and approaches into the Bank's operations in Sri Lanka.

Lectures for Government Officials

Dr. Rizwan Khair, Director-In-charge, IGS, delivered lectures on 'Public Sector Reforms' in the Advanced Course for Administration and Development (ACAD) and the Senior Staff Course (SSC) in August 2011. He also delivered three lectures at the Bangladesh Public Administration Training Center (BPATC), lectures on Policy Implementation and Evaluation under Foundation Course for the probationers, Policy Analysis Exercise under Senior Staff Course for the Joint Secretaries and Public Sector Reforms under Advanced Course on Administration and Development (ACAD) for the Deputy Secretaries.

Publications and Presentations

In 2011, IGS staff published the following Op-eds in collaboration with **The Daily Star**, a leading national newspaper, as part of The Democracy Poll conducted by The **Daily Star**

- "Youth and Bangladesh Democracy" **The Daily Star**, November 17, 2011, Op-ed (by Kazi Haque)
- "Democracy as we see it" **The Daily Star**, November 19, 2011, Op-ed (by Syeda Salina Aziz)
- "What you want, what you get" **The Daily Star**, December 6, 2011, Op-ed (by Manzoor Hasan)

In addition to the above articles, IGS staff also published the following Op-eds:

The Daily Star, "Economy: The big picture" by M Shahidul Islam, December 26, 2011 (Newspaper)

- **The Daily Star**, "Power of Cities and Division of Dhaka" by M. Shahidul Islam, December 02, 2011 (Newspaper)
- **The Daily Star**, "Rights of street children: Moving beyond rhetoric" by Rubayet Hamid and Gopakumar Thampi, November 20, 2011 (Newspaper)
- **The Daily Star**, "Paying more, getting less!" by Jannatul Fardosh, November 19, 2011 (Newspaper)

During 2011, IGS staff published the following articles in Journals and reports:

- **Journal of Bangladesh Studies**, "Bringing Change to Government Administration: Insights from the Development Projects of the National Board of Revenue" by Mohammad Jahurul Quayum, Vol. 13, No. 2, 2011
- **Journal of Bangladesh Institute of International and Strategic Studies**, "Trade Policy Reforms: Bangladesh's Experience" by Sultan Mohammed Zakaria, December 2011
- "Presentation on Inclusive Cities and Economies – Governing Dhaka's Urban Transport" by Dr Elvira Graner and Mahboob Elahi Akhter, October 2011 in **Documentation of Bangladesh Urban Research Forum**, GTZ

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