

Report On
Analysis of the effectiveness of basic ICT troubleshooting training for
the government employees/government service providers

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration

BRAC Business School
BRAC University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Janel Juliat Gomes
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Supervisor's Full Name & Signature:

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BRAC University

Letter of Transmittal

4th July, 2024

Md. Mizanur Rahman

BRAC Business School (BBS)

BRAC University

66 Mohakhali, Dhaka-1212.

Subject: Internship report on “Analysis of the effectiveness of basic ICT troubleshooting training for government employees/government service providers.”

Dear Sir,

I would like to submit my report titled “Analysis of the effectiveness of basic ICT troubleshooting training for the government employees/government service providers” prepared as a part of the requirement for the MBA program of BRAC Business School.

I have conducted my internship program at Save the Children International in Bangladesh. Working on this report was an excellent insightful journey as I came to know the differences between practical and theoretical work. Hopefully, you will find the report authentic, strategic, and unique.

I would like to grab this opportunity to show my gratitude to you for the intensive support and directions you have provided during my endeavor. I hope this support will continue in the future as well. However, I will be available if you have any queries regarding this report.

Yours Respectfully,

Janel Juliat Gomes

ID:18364007

Program: MBA

BRAC Business School

BRAC University.

Non-Discloser Agreement

This paper will not feature any proprietary, sensitive or confidential information about Save the Children, nor it will contain any material which offers competitors a competitive edge. This agreement is made and entered into by and between “Save the Children and the undersigned student at BRAC University.

Student’s full name and Signature:

Janel Juliat Gomes

ID: 18364007

Acknowledgement

I would like to express my gratitude to my supervisor Md. Mizanur Rahman, Assistant Professor BRAC Business School, for his precious guidelines, inspiration and suggestions thoroughly during the period of doing my internship report. I have greatly benefited from his wonderful suggestions in creating this report. I am grateful to him for all his help throughout my internship.

Secondly, I would like to thank Mr. Arafat Hasan, Manager – ICT Innovation of Save the Children in Bangladesh, who serves as my organizational supervisor. He helped find the right resources and kept track of my work while I prepared the report. I am grateful to the BRAC University MBA department, all the faculties, and entire university members and friends for their support in pursuing my MBA degree.

And finally, to my family members for supporting, motivating, and inspiring me in every step, it would have not been possible without their kind support.

Janel Juliat Gomes

18364007

Executive Summary

This report is based on the “Analysis of the effectiveness of basic ICT troubleshooting training for the government employees/government service providers”. In Bangladesh many INGO’s and NGO’s have clearly played important development roles on a whole range of the country’s issue such as health, education, reproductive rights and services and humanitarian relief. Save the children is one of those leading organizations that started working in Bangladesh 53 years ago in 1970 in response to the devastating cyclone that hit Bhola island. They began by providing children and their families with emergency food supplies and medical assistance and since then they have been actively working across the country with government, civil society organizations and business to give children the opportunities to grow up healthy, to learn and to be safe. Save the Children International delivers its programs internationally to ensure and achieve the greatest possible impact for children. Besides other sectors health is one of their major working areas and one of their largest health sector’s project name is ‘USAID’s Maternal and New-born Care Strengthening Project’ and the organization has partnered with the Ministry of Health and Family Welfare (MOH&FW) and other relevant ministries, donors to improve the provision of quality care at healthcare facilities. The innovation of electronic management information system (e-MIS) a digital ecosystem of mobile apps and web-based applications is a part of the future digital health system of the country which was supported by USAID and other implementing partners. The electronic health information system initiative is in alignment with the Government of Bangladesh’s digital drive. As a digital innovation, eMIS aimed to automate the business processes and apps specific to the responsibilities of each category of users were developed. The electronic management information system (eMIS) were developed digitized tools for frontline health workers of MOHFW (Family Welfare Assistants), primary-level facility workers (Family Welfare Visitors and Sub-Assistant Community Medical Officers), and their supervisors who provide services from UHFWCs and satellite clinics. At the beginning of this initiative, they had first piloted eMIS in Madhabpur, Upazila of Habiganj in 2015, and continuous of this initiative we have now reached more than 2100 facilities among 40 districts. Before the creation of the app government service providers used to keep information in a traditional paper-based register system. As eMIS, is the digital transformation of the traditional paper-based registers, is a totally ICT based tool, it requires a basic prior knowledge on ICT in order to use it as well as maintain it. To run the system successfully and achieve the desired goal it is required to develop the capacity of the government service providers by providing them basic ICT troubleshooting trainings.

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Chapter 1

Overview of Internship

1.1 Student Information

I am Janel Juliat Gomes, ID 18364007. I am a student of Masters of Business Administration of BRAC University. I have done my major in Human Resource and Management (HRM). My contact information is below-

Mobile no: 01620386045

Email address: janelgomes45@gmail.com

1.2 Internship Information

I now have the chance to put my knowledge to use in the real world. I was able to deal with shifting circumstances and their requirements. Additionally, it has given the professional experience in my degree also internships assist to improve interpersonal and business abilities such as team work, communication, analytical and critical thinking and the ability to work under pressure. This internship also helped me to expand my professional network and contacts.

1.2.1 Duration of my internship, Company name, Department/Address

My internship was being completed at Save the Children International. The duration of my internship was from June 01,2022 to October 31,2022. Save the Children country office is located at Gulshan-2, House no 35, Road no-43. Since it's an international NGO the organization has been working in Bangladesh since 1970 across different thematic sectors such as child protection, health and nutrition, livelihoods and food security, HIV/AIDS, humanitarian and emergency response, education and child rights governance. I have completed my internship in one of their largest project USAID's MaMoni MNCSP's ICT innovation team.

1.2.2 Internship Company Supervisor's name and Position

My internship at Save the Children was being supervised by Md. Arafat Hasan, Deputy Manager- ICT Innovation, Save the Children. He has been working at the organization since 2016.

Chapter 2

Introduction

2.1 Organization Overview

Save the Children Story:

For more than 90 years, Save the Children has been in the forefront of global child rights advocacy. Eglantyne Jebb began the Save the Children Fund in 1919 to feed children who were starving following World War I. In 1924, the League of Nations ratified Eglantyne's charter on children's rights. 1939-1945 During WWII, it aimed to protect children who were affected by the battles. Save the Children continued to do this in regions impacted by conflict. In 1977, several of the Save the Children organizations generated an alliance to coordinate campaigns to improve outcomes for the world's children, laying the groundwork for Save the Children to become a unified global movement for children. In 1989 The assembly of the United Nations adopted the UN Convention on the Rights of the Child.

From 2004 to 2009, Save the Children's largest humanitarian operation was in reply to the Indian Ocean tsunami. Save the Children's tsunami response program got US\$272 million, mostly from generous donations. Save the Children introduced EVERY ONE in 2009, the organization's biggest ever worldwide campaign, to stop millions of mothers and their children from dying.

In 2012, Save the Children's operations impacted the existence of approximately 125 million children worldwide, including 45 million children directly.

Save the Children Vision and Mission:

A society in which every kid has the right to life, protection, development, and participation, as well as the ability to inspire breakthroughs in how the world treats children and effect immediate and long-term change in their lives.

Accountability:

Using resources wisely, producing quantifiable outcomes, and being answerable to partners, supporters, and most importantly, children are all personal responsibilities of Save the Children.

Ambition:

Save the Children sets high standards for themselves and their associates, is dedicated to raising the caliber of everything they do for children, and is demanding of both.

Collaboration:

Save the Children cherishes and respects one another, celebrates variety, and works with partners to harness the power of the world's resources to improve the lives of children.

Creativity:

Save the Children is open to new ideas, embrace change, and take disciplined risks to develop sustainable solutions for and with children.

Integrity:

Save the Children strives to uphold the greatest standards of morality in both their personal and professional lives. They never jeopardize their reputation and always operate in the best interests of the kids.

Staff in the Organization:

To create clearly established lines of authority and reporting procedures, each staff member shall be assigned to one supervisor and thus to the respective sector.

- a. All staff shall report to the assigned Country Director/Sector Director/Manager or supervisor as designated in the individual's job description.
- b. All Directors will report either to CD or Sector Directors. Sector Directors are expected to consult frequently with each other and to assume a team approach in problem solving and planning. They are strongly encouraged to consult among themselves before bringing plans to the Country Director.

Classification of employees:

Employees are classified according to their employment as follows:

a. Regular Employee: Employees in professional and service positions who are hired on a full time basis in a regular position and sign an employment agreement. Continued employment is contingent on program need, approved budget and satisfactory performance. Regular staffs are eligible for the complete salary and benefit package offered by Save the Children International Bangladesh Country Office.

b. Temporary Employee: Employees in professional and service positions who are on a temporary basis for a specific period of time and/or on a specific assignment and sign a contract agreement. No employee will be given a contract offer without the written approval of the Country Director. Compensation and benefits will be applicable as mentioned in the contract agreement. Tenure will be as per Temporary hire policy.

c. Consultant: A specialist hired for a specific time bound assignment and not entitled to get any SC regular employee benefits. One consultant is allowed to work from 1 day to 3 months to be extended maximum for a total of 6 months.

d. Casual Staff: A casual labour can be hired for a maximum of 15 days per month on hourly basis for unskilled labour. This is for a specific task and is usually outsourced, such as moving services, temporary replacements for support staff, etc. Therefore, no written contract is necessary. Hiring may be done upon written approval of the Sector Director. Casually hired staff is not to be entrusted with positions that require them to deal with cash or cheque privileges.

Employee Anti - Harassment Policy

Save the Children is dedicated to creating an atmosphere at work where everyone's fundamental rights are respected, regardless of gender, sexual orientation, disability, race, religion, caste, age, skin color, marital status, HIV status, or other identity-related factors. Treating individuals with dignity and respect requires all staff members to act in a fair, honest, and diplomatic manner.

Both verbal and physical workplace harassment are illegal and constitute discrimination. When unwelcome, discriminating behavior is annoying enough to have a detrimental effect on the workplace, it is legally classified as harassment. Unwanted verbal or physical behaviors are considered forms of workplace harassment. It encompasses harassment of the same gender as well as sexual harassment.

Child safeguarding Policy

Save the Children International is acknowledged as a child-safe organization. This policy's implementation is how Save the Children International makes sure it complies with the UN Secretary General's Bulletin on Special Measures for Protection from Sexual Exploitation and Sexual Abuse 2003 and the organization's child safeguarding protocol.

Reporting

- a. The Country Director is responsible for making sure that everyone who interacts with children and youth that the Country Office interacts with, including volunteers, suppliers, consultants, and implementing partners, is aware of the Whistleblowing policy.
- b. The following must be reported in good faith, meaning without malice, by all personnel associated with the Country Office:
 - serious malpractice.
 - occurring in the UK or abroad (i.e., in the region in which the Country Office operates);
 - involving Save the Children International staff, volunteers, or contracted organizations; and
 - involving children and young people with whom the Country Office comes into contact.
- c. Issues can be brought up verbally or in writing, and both should contain all pertinent information and, if feasible, supporting documentation.
- d. Under this policy, various people have separate reporting lines.
 - Employees should follow all applicable grievance procedures and speak confidentially with their supervisor or a more senior manager about any issues they may have.
 - It is recommended that volunteers speak confidentially with their supervisors about any issues they may have.
 - Suppliers and consultants to Save the Children International should voice any concerns regarding their project or contract.
 - Implementing partners should speak confidentially with the manager of Save the Children
- e. A Country Office employee will be charged with a significant disciplinary offense and have their disciplinary procedure looked into if they make an untrue or malicious allegation that is later proven to be false. A volunteer will be handled seriously and in line with the applicable volunteer complaints procedure should they make another claim of the same kind.
- f. If a Country Office staff member tries to prevent an individual from making a confidential Save the Children International will consider it a serious disciplinary offense and will look into it in line with its disciplinary policies and procedures if a member of the Country Office staff attempts to stop someone from filing a confidential report or targets that person for voicing their concerns.

- j. If a staff member has attempted to stop someone from filing a report or has intentionally hurt someone, the country director must decide whether to take disciplinary action.
- k. Fairness in handling those who voice concerns is required. Those who voice concerns should receive feedback on the steps taken to address them, unless confidentiality requirements prevent it from being practicable (the duration of the investigation may cause a delay in providing feedback).

2.2 Background

The implementation of eMIS, a digital ecosystem of mobile apps and web-based applications supported by cloud databases, began in January 2015 as pilot in 2 upazilas (Basail and Madhabpur) of 2 districts (Tangail and Habiganj) under the Directorate General of Family Planning (DGFP). The eMIS was supported by the USAID through its Implementing Partners (IP) namely, MEASURE Evaluation (later D4I) in partnership with icddr and Save the Children/MaMoni HSS later (MaMoni MNCSP). Other development partners (DP) funded projects also lent some form of support at later stages.

The Implementation of eMIS began with developing an Android app called population registration system. It was followed up with the addition of new apps/tools and expansion to the remaining upazilas of pilot districts. As results were very encouraging, USAID provided support for scaling up eMIS tools in 5 more districts, which started in 2018. The DGFP leadership showed enormous buy-in and support for the digital system. Further scale up followed as the DGFP made provisions for funds for different eMIS activities like procurement of Tablets, Internet costs and trainings. At the end of June 2022, the number of districts under eMIS stood at 40 districts covering 315 upazilas. It took 7 and a half years to reach that level. It is expected that all districts would be brought under the eMIS within current sector wide program of MOHFW (July 2017- June 2023).

The DGFP have presence at the grassroots level predominantly in the rural areas and work through community level workforce backed by first-line facilities called Union Health and Family Welfare Center (UHFWC). The eMIS tools addressed the requirement of field workforce through community and facility-based systems, the responsibilities of which were divided between IPs. As a digital innovation, eMIS aimed to automate the business processes and apps specific to the responsibilities of each category of users were developed. Apps were developed for Family Welfare Assistants (FWA), Family Planning Inspectors (FPI). App was also developed for Sub-Assistant Community Medical Officers (SACMO), Family Welfare

visitors (FWV) who provide services from UHFWCs and satellite clinics. Currently, over 13,000 users regularly use eMIS apps or web-based tools for recording their activities, collecting health and family planning data, submitting monthly reports and connecting with their clients that include eligible couples (women aged 15 to 49), pregnant women, children, adolescent girls.

They users were involved in the different stages of design of apps, testing them and final roll-out. The process was not easy. Even after rolling out, work was needed to remove bugs, enhance functions as desired by the DGFP or give users satisfaction through enhanced performance. Attention was given to capacity building. Continuous technical support through project and later a pool of trouble-shooters was trained from different ranks of DGFP. The field users as well as their managers extended their wholehearted support for digital tools and acceptance among the users and managers as well as central level officials led to a path of glorious implementation journey. It could be asserted that alignment of eMIS with the digital vision of Government of Bangladesh made it possible.

The work of FWAs begins with registration of entire population in the catchment area of the FWAs. The FWAs require such a list in order to identify their clients, especially the eligible couples but also others. The registration is done by FWAs at the beginning of their work by app. In addition to personal details of the catchment area population, they also collect socio economic status of the households. By the end of June 2022, the number of registered households stood at 9,392,871 and the number of registered individuals at 42,440,197. The number of Eligible couples stood at 8,766,355.

Digital tools make it possible to replace papers entirely, but time and preparations are needed for that to happen. Tangail was declared paperless first to be followed by Habiganj. Four more districts were declared paperless on 26 June 2021. The DGFP issued a notification that 8 more districts would be paperless in June 2022. It is expected that other districts will gradually become paperless.

As implementation gained momentum, the volume of data started to grow exponentially. At the initial development stages servers and databases were retained with the implementing partners (icddr, b and Save the Children). The IPs continued with advocacy for transferring those to a reliable government-owned location and the National Data Center of the Bangladesh Computer Council was found suitable for hosting server and databases, which also hosts many government servers/databases. The DGFP signed a service level agreement for hosting the

server and databases with the BCC. Eventually, all the digital resources were transferred to secure government locations.

While all activities other than software development and system maintenance was transferred to the DGFP before the FY 2020-2021, software development remained with IPs supported by USAID (MaMoni would continue to support facility systems till the end of their project period). The eMIS software eco-system is quite complex and handled by a pool of developers with skills in different programming languages and database management (such as Java, Python, JavaScript for web services, PostgreSQL etc.). The end of project support for community systems from USAID was replaced by DGFP procurement in 3rd quarter of 2021-22 and an award was given to the icddr,b, which expired in June 2022. The DGFP has taken over the responsibility of these tasks from 1 July 2022. As such, all eMIS activities relating to community apps would now be fully managed by the DGFP.

The eMIS ecosystem was novel to rural workforce when it was introduced but it was intuitive and could garner strong acceptance from the users. It was not imposed or appended to their system, but it brought revolutionary changes to the way they work. Basically, eMIS merely changed their tools of trade from papers to Tablets. But digital innovation not only replicated their business process truthfully but also brought in increased functionalities, which made eMIS tools acceptable to the users.

2.3 Problem Statement

As eMIS, the digital transformation of the traditional paper-based registers, is a totally ICT based tool, it requires a basic prior knowledge on ICT in order to use it as well as maintain it. However, considering the literacy level, the soft ICT skills and ages of the root level service providers, this kind of prior knowledge can't be expected from them. Moreover, providing remote support with a limited resource from the national level is also cumbersome and time-consuming. Thus, the quality of data entries and reporting rate from the service providers are becoming poor which affects the overall aspect of eMIS. Moreover, the most worrying concern is, the service quality is also declining as the providers have to be worried about his/her problematic devices most of the time.

2.4 Objective

The core objective of this study is to design an effective and feasible resolution for the issue stated in the problem statement. Secondly and finally, this study will show the comparative analysis after implementing the proposed solution nationally.

2.5 Limitations

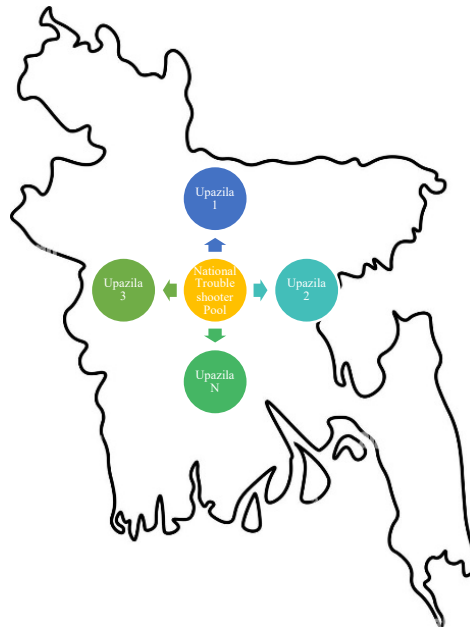
This study relies on secondary data from eMIS system. As the system is completely owned by the government of Bangladesh, data access was restricted. Therefore, this study was dependent on the MOU of data sharing for research purpose between USAID's MaMoni Maternal and Newborn Care Strengthening Program and DGFP of ministry of health and family welfare, Bangladesh.

Chapter 3

Solution Designing & Implementation

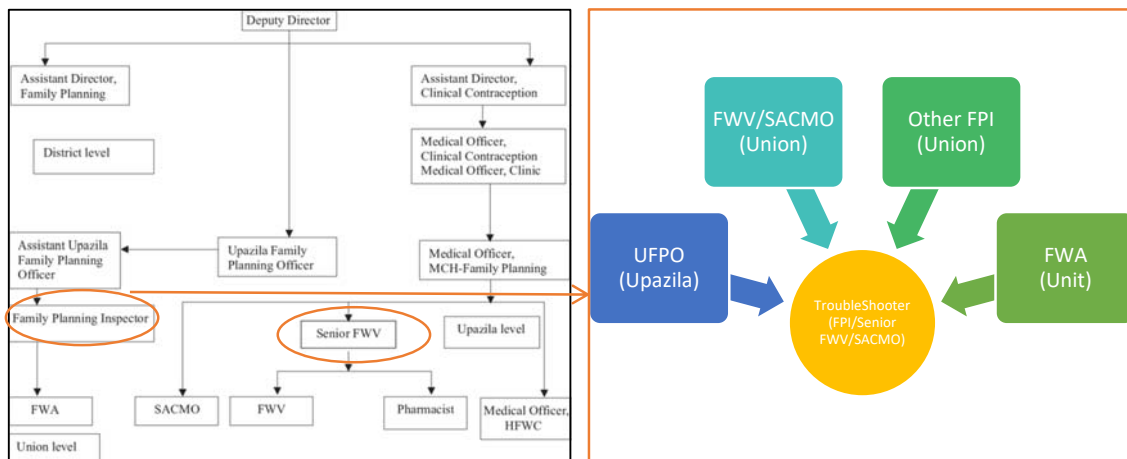
3.1 Decentralized Troubleshooting

Troubleshooting is an inevitable part when any ICT based system is started. It's a regular activity to keep a system running properly. Likewise, other interventions, this process must be decentralized for better management and ensuring maximum support. eMIS system is covered by majority portion of Bangladesh. Within next couple of years, DGFP will cover all the 495 upazilas of Bangladesh by this system. Considering the number of service providers within a geographical boundary, Upazila is the highest level to keep at least one trouble-shooter who can solve his/her upazila's issues.



3.2 Identifying Trainer

Donors and implementing partners of government of Bangladesh have been soliciting for long time providing both technical advice and human resources where needed. However, all the support given by the NGOs are temporary or short-timed. Once the scope ends, the non-government organizations withdraw all kinds of physical and human resources they provide for the government. For such circumstances, interventions like eMIS requires ownership and holistic implementation plan from government considering sustainability as well as scalability aspect. Creating an effective and executive resource pool is the foremost inevitable task for that. Its not possible to provide training and support remotely with short training pool. Besides, creating new posts for such activities and completing the full process of recruitment is a cumbersome and unhandy solution. Rather, utilizing the existing resources, it could be solved easily and efficiently. Taking the term “Decentralized Troubleshooting” in mind, government should prepare 1 or 2 positions for covering an upazila.



The trainers or trouble shooters should have complete knowledge on the activities of upazila and union level officers and service providers. An FPI, for being the supervisor of FWA, also has a room in the union health and facility welfare center. Thus, he has a decent knowledge of the activities of FWVs, SACMOs, MO, and UFPOs. So, this role could be the perfect candidate for the trainer and trouble shooter job for eMIS. Besides, a senior FWV or a SACMO could be another good alternative for managing eMIS as they know the activities of FWVs, FWAs, and

FPIs also for doing satellite sessions together. Besides, they are the participants of biweekly union-level meeting.

3.3 Implementation (Piloting)

As of October 2021, 43 districts are covered eMIS. Among those, Habiganj is one of the pioneer districts where eMIS was launched in the year 2015. In order to provide technical support and training, MaMoni program had been providing support to Habiganj in addition with some other districts for long time. The developer team of eMIS prepared a “Support Ticket Tool” so that the end users or their supervisors can raise and follow-up eMIS related issues through it. However, as the number of districts is increasing gradually, it is becoming very difficult for the national level trouble-shooters to address all the issues. If some issues could be resolved locally, then the number of issues would have decent value.

For such circumstances, to hand over the authority and services to DGFP completely, MaMoni program arranged a lot of local and national level training. Providing ICT-based training to the identified roles is one of those activities. To conduct a pilot for evaluating the effectiveness of such training, at least 2 people were selected from each upazila of Habiganj. There were 12 FPIs, 1 FWV, and 3 SACMOs short-listed for the training. It was a 2-day low-budgeted training and was conducted on 27 – 28th October 2021.

The agenda for the above training was as follows:

- ✓ Introduction to basic ICT devices (Android tablets and Computer)
- ✓ Brief demonstration of eMIS applications and monitoring tools
- ✓ HR-related activities (Adding new service providers, transferring them, adding long-term leave and retirement information etc.) and working area management for the new and existing workers
- ✓ Basic emailing tips to communicate with higher technical authority.
- ✓ Basic idea on routine follow-up and monitoring the performance of the service providers.

The training budget includes the following heads to consider:

- ❖ Venue cost
- ❖ Accommodation and Transport allowances (actual) costs for the participants
- ❖ Remuneration of the trainers and high officials

- ❖ Food Cost
- ❖ Banner and Stationary Cost
- ❖ Miscellaneous

Chapter 4

Impact Analysis

4.1 Methodology

Secondary quantitative research methods were used to complete this study. For collecting data to perform the pre and post analysis of ICT troubleshooter training, different applications' databases of eMIS were used.

Piloting Duration: 6 Months

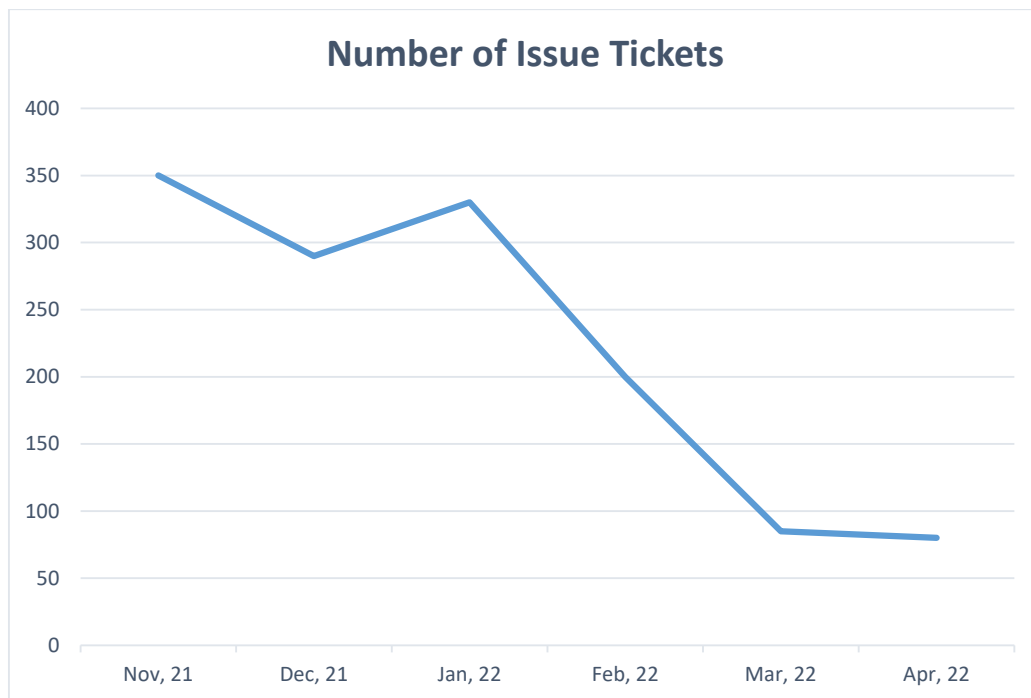
Area: Habiganj District

Research Data: Number of support ticket and service data (ANC, Delivery, PNC and General Patient)



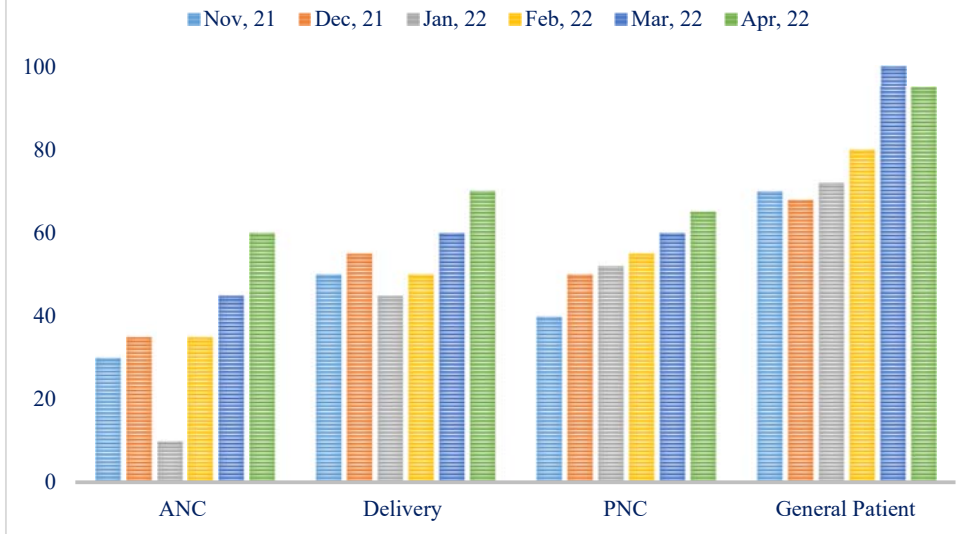
4.2 Findings

The prime goal of the mentioned training was to observe the impact on the number of issues that are reported in eMIS support ticket system considering Habiganj. After getting the training, the troubleshooters started providing on hand support to the service providers from November 21. However, in November, overall, 350 issues were reported in support ticket system. It has dropped down slightly on December and there was a subtle elevation on January 22. However, after that, a dramatic downturn could be observed on February and March. Later on, the issues have been coming with a very low numbers that clearly indicates the desired change.



The training had an impact on service rate also. Its obvious that, eMIS is fully an automated digital system which has no manual scope to record service entries. Thus, if the providers face issues in their devices or applications, the number of service records is affected a lot. After preparing the local level government trouble-shooters, we can clearly notice that the number of different types of services increased gradually since November 21.

EMIS DATA COVERAGE COMPARING ACTUAL SERVICE



Chapter 5

Conclusion

5.1 Summary

Save the Children has been running its children welfare activities in Bangladesh since 1970 across different sectors such as child protection, health and nutrition, livelihoods and food security, HIV/AIDS, humanitarian and emergency response, education, and child rights governance. The MaMoni Maternal and Newborn Care Strengthening Project, funded by USAID, is a five-year, \$49.5 million project that Save the Children and its consortium partners have implemented to enhance the health of mothers and infants in Bangladesh. Through its 17 project areas and Sandwip Island, the project reaches almost 35.5 million people and showcases effective mother and neonatal health interventions. The electronic management information system (eMIS) initiative is in alignment with the Government of Bangladesh's digital drive. eMIS is one of the major interventions of MaMoni MNCSP project which was designed for the frontline health workers of the Ministry of Health and Family Welfare who provide services from UH&FWC's and satellite centers. Users were involved in designing the application, testing them, and final rollout as the process was not very simple more work was needed to enhance functions as desired by DGFP and users' satisfaction. The project arranged capacity-building workshops for the users and continuous technical support was given through the project. The users and their supervisors extended their support for the digital tool and the acceptance from them led to a path of glorious implementation journey. As eMIS is a totally ICT-based tool a basic prior knowledge on ICT is required to use it as well maintain it. Also, troubleshooting is an important part as it's a ICT based system. Directorate General of Family Planning has a plan to cover 495 upazilas of Bangladesh by next 2 years. MaMoni programme has arranged a lot of local and national level trainings to the government service providers. ICT-based training to the identified roles is one of those activities. Two people from each

upazila were selected to attend the two-days ICT based training held on DGFP premises. The training had an impact on their service rate also as the number of their service record has been rise significantly.

5.2 Recommendations

Comprehensive and Continuous Training Programs

A structured training curriculum that addresses the current and evolving needs of government service providers using the eMIS system is essential. Training sessions should be segmented based on the varying ICT skill levels among employees to ensure relevance and effectiveness.

These training sessions could be regularly scheduled to accommodate new hires and updates in the system. Both in-person and digital learning platforms could be utilized to maximize reach and flexibility. An improvement in ICT proficiency among service providers would likely lead to more effective utilization of the eMIS, reducing errors and inefficiencies in data handling.

Decentralized Support System

A local-level ICT support framework could be developed by appointing and training selected personnel within each district or upazila to act as ICT troubleshooters. These troubleshooters would undergo intensive training to handle frequent and critical issues that may arise with the eMIS system and serve as the first point of contact for troubleshooting. This approach would not only decentralize support but also enhance system uptime and user confidence in handling the platform.

Robust Monitoring and Evaluation

The implementation of a monitoring and evaluation (M&E) system to continuously assess the training efficacy and the functional performance of the eMIS across all levels would be beneficial. Metrics such as user satisfaction, error rates, and system downtime could be used to evaluate performance. Regular feedback from users should be analyzed to adjust training and support mechanisms dynamically. The feedback loop from the M&E process would help in fine-tuning training programs and system updates, ensuring that the eMIS remains effective and user-friendly.

Formal Feedback Mechanism

A structured mechanism that allows users to report problems and suggest improvements regarding both the eMIS system and the training programs would be valuable. A user-friendly feedback tool could be integrated into the eMIS interface, and its use could be promoted through incentives for active participation. Active engagement from users would provide continuous insights into the user experience, guiding developers and trainers to make informed enhancements.

Policy and Incentive Structures

Policies that embed ICT literacy as a critical component of career progression for government employees are needed. Additionally, creating incentive structures that reward the effective use of the eMIS could be beneficial. Performance metrics could be directly linked to annual reviews and promotion criteria. Departments or individuals who demonstrate innovative uses of technology to solve administrative or operational issues could be recognized and rewarded. These policies and incentives would likely motivate employees to continually improve their ICT skills and effectively use the eMIS, fostering a culture of excellence and innovation within government services.

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October 01, 2023

To Whom It May Concern

Save the Children is the world's largest independent child rights development organization, making a difference to children's lives in more than 120 countries around the world. From emergency relief to long-term development, Save the Children secures a child's right to Health, Education and Protection, Nutrition, WASH. The headquarters of Save the Children is located at St Vincent House, 30 Orange Street, London, WC2H 7HH, United Kingdom.

This is to certify that, Ms. Janel Juliat worked in Save the Children International in the following different positions as follows:

- Assistant – IT in MaMoni MNCSP program under Health and Nutrition Sector from February 08, 2021 to May 31, 2022 as a contractual employee based in Dhaka.
- Assistant – IT in MaMoni MNCSP program under Health and Nutrition Sector from June 01, 2022 to April 12, 2023 as a regular employee based in Dhaka.
- Officer - Education in Championing Play project under Education Sector from April- 13, 2023 to till date as a regular employee based in Dhaka.

She has always demonstrated respect and loyalty towards the organization and fellow teammates. She has approached her work with a positive attitude, a high degree of diligence. She is very honest and hardworking.

We wish her every success in all her future endeavors.

Regards,

A.T.M Asaduzzaman Khan
Interim HR Director
Save the Children in Bangladesh

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Consultative Status with the Economic
and Social Council of United Nations

