



Inspiring Excellence

Course code BUS 400

Internship Report on

THE PROCESS IMPROVEMENT OF OPERATIONS OF PUBLIC SERVICE INNOVATION  
PROJECT DESIGN WORKSHOP (3-DAYS TRAINING PROGRAM) BY CAPACITY  
DEVELOPMENT TEAM OF a2i

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Prepared for  
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## Letter of Transmittal

January 17, 2018

Mr. Md. Hasan Maksud Chowdhury  
Assistant Professor  
BRAC Business School  
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Subject: Submission of Internship Report for completion of the BBA program.

Dear Sir,

I have completed my internship program from a2i (Access to Information) Program, ICT Division, Government of Bangladesh. I have completed my internship program at Capacity Development Team, a2i program. I would like to submit my internship report in accordance with your specifications. This internship report is based on the process improvement of the operations management of Public Service Innovation project design workshop by capacity development team in a2i.

So, it will be an immense pleasure for me to place this report before you. And of course, I shall be obliged to clarify any matter provided regarding this report.

Sincerely,

MD.Hamim Islam

ID: 14104158

BRAC Business School



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## Acknowledgment

At first, I would like to express my heartiest gratefulness to my creator, the Almighty Allah. The Almighty is so kind that He gave me the ability to finish the task.

After that, I am indebted to my intern supervisor Asst Professor Mohammad Hasan Maksud Chowdhury, who has extended all types of assistance and cooperation to do such an enthusiastic and challenging task and topic-based report. Time to time, he suggested how to prepare an effective report and provided valuable guidelines including revision whenever requested.

And of course, I am grateful to all the team members in Capacity Development team of a2i (Access to Information) Program, especially Project Director of a2i Program, Mr. Md. Mustafizur Rahman; Capacity Development Specialist, Mr. Manik Mahmud; Domain Specialist, Mr. Md Ziaul Islam; Policy Expert of a2i Program, Mr. Sakhwat Hossain, for giving me the opportunity to be an internee of a2i Program. I am also grateful to all the teachers in my department, classmates, and friends for their inspiration, valuable suggestion, and co-operation.



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## Executive Summary

The report actually proclaims about the operations management process of the Public Service Innovation Project Design Workshop (3-day training program) by Capacity Development Team of a2i. The sole focus of the internship is to make process improvement model of the operations management of the training program. The training program includes the participation of the class 1 government officials to make them adapted with the concept of public service innovation. Throughout the internship, the process improvement areas observed are confusion regarding maintenance of feedback of participants, evaluation of facilitators, output measurement, etc precisely. The recommendations and developments to improve the operations of the process are making models of participants' feedback module, producing facilitators' evaluation matrix and identifying output efficiency measurement index for follow up of progress.





## Acronyms

A2i- Access to Information

ICT- Information Communication Technology

ICTD-Information Communication Technology for Development

NESS-National e-Service System

OSS-One Stop Service

PMO-Prime Minister's Office

PPP-Public Private Partnership

PPPP- Public-Private-Peoples' Partnership

TCV-Time, Cost, and Visit

UDC-Union Digital Centre

USC-Union Information Service Centre

UNDP-United Nations Development Program

USAID-United States Agency for International Development





## Background of a2i

The Access to Information (a2i) Program, Government of Bangladesh with assistance from UNDP and USAID, was started in 2007 with the goals of growing straightforwardness, upgrading organization and open organizations and reducing inefficient angles in their transport in regards to 'TCV' – the time (T), cost (C) and number of visits (V) related with procuring citizen-driven associations for underserved arranges in Bangladesh. The endeavor entered its second stage in 2012.

A2i is the facilitator from the Prime Minister's Office of the Bangladesh government's progression plan, Digital Bangladesh. It fills in as an advancement middle agent of the government and its citizen– that is, rather than obliging itself to explicit administrations and government affiliations, it joins each noteworthy accomplice and supports, proposes and ministers their work to catalyze extremely extraordinary changes in organization movement.

A2i bases essentially on passing on information and organizations to occupants' doorsteps and dynamically inside the palms of their hands. It does accordingly by equipping present day ICTs, adjacent learning and worldwide acknowledged strategies to set up both physical and virtual one-stop ways.

The program is a bit of Vision 2021, a political proclamation of the Bangladesh Awami League party before winning the National Elections of 2008. Anir Chowdhury is the present manual for the a2i Program. The Program means to offer information to the nationals per "Perfect to Information Act of 2009" and understand a change in the Bangladesh Civil Service to an occupant drove organization movement structure.



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In May 2015, a2i denoted a plan with the Norway-based communicate correspondences association Teleport Digital to make propelled organizations of the lawmaking body to make open and private organizations to twist up logically accessible to the overall public in

Remote districts. In January 2016, Microsoft Bangladesh denoted a Memorandum of Understanding (MoU) with the a2i program with the end goal of giving getting ready on PC hardware and Programming use to Bangladeshi women businessmen in 5,273 electronic concentrations the country over.

In 2009, UNESCO dispersed a report titled "Examples in Global Higher Education: Tracking an Academic Revolution" which highlighted the climb of the data based economy in a world demand seeing a remarkable change. This finding has monstrous repercussions in growing the enthusiasm of cutting edge training - a wonder which may be assigned "democratization of guidance".

The primary target of cutting edge training is to make skilled work and to ensure an amazing usage of HR. Obviously, the frameworks starting at now set up in our country are insufficiently planned to meet the solicitations of the overall market. Private business visionaries have been locked in with the preparation business of various countries since the 80s. Following this example, a broad number of private universities have been set up in Bangladesh. These schools expect a crucial activity in making quality HR for both the area and all-inclusive markets. As needs are, the propelled instruction division has been changed into a forceful market. All the while, there is a reliably extending enthusiasm for expansive research on the impact of privatization of cutting edge instruction. To make the private tutoring structure dynamically feasible, more research and experimentation is required to perceive our shortcomings and find innovative responses for existing issues.







John Daniel, the President, and CEO of The Commonwealth of Learning underlined the centrality of open and partition learning in a continuous course. He urged all preparation providers to unite the results of the creative turmoil in the propelled instruction division. He declined to various productive examples of this inventive difference in preparing structure. In Bangladesh, Anir Chowdhury, Advisor to the UNDP and USAID-reinforced Access to

Data (A2i) Program, furthermore propelled the likelihood of "preparing going outside the building". Numerous dynamic divisions learning considerations are being scaled up through the A2i's Service Innovation Fund, a shimmering instance of the progression in Digital Bangladesh driven by our good Prime Minister.

Advancement has made it possible to give amazing organizations in a shorter timeframe than whenever in ongoing memory possible already. The total interference of postal correspondence after the making of email by Ray Tomlinson in 1976 is an authentic model in such a way. Radical changes in our normal everyday presences are starting at now clear in light of the charming effect of the tech genie.

As to quality, we frequently measure the standard of a private school with the gauge of having unending grounds. Our media every now and again focuses on this explicit issue with staggering energy. Notwithstanding whether it really matters or not is an issue of perspective. As a run of the mill subject, I believe that quality educator, all around arranged research focuses, rich libraries and work masterminded instructive module and an amicable learning condition are the keys to building an effective preparing structure. I would lean toward not to decry the noteworthiness of suitable academic structures yet we have to recall the dangers of a thin degree of vision, especially to the extent of guidance. In this time of troublesome development, there is a basic shot that these tremendous academic structures will finish up monotonous. That is the reason I contemplate placing assets into the mechanical changes that can all the more promptly





set us up to give quality guidance organizations to the understudies. We have as often as possible watched standard insightful activities being hampered in light of understudy differences, blockades, and general fomentation. Along these lines, it ends up being very difficult to complete courses on due time. At present, various teachers are controlling their understudies by means of phone or through the web with the objective that understudies can complete their classes on due time. Understudies are despite going up against the web tests. All of these exercises are measurable. It exhibits that preparation should not be constrained in the four dividers of classrooms. By and by we don't require broad space for libraries - we can digitalize

Our library and give each moment of consistently access to our understudies so they can profit all the library workplaces in their home.

Starting late, the World Bank has said that Bangladesh is attempting to flawlessness anyway we don't have an adequate organizational structure. That is the reason we need to place more into making an unrivaled organization game plan of our private tutoring. We need to place assets into imaginative work, talented educators, effective learning circumstances, extracurricular activities and focus on improving the idea of preparing and considering a market-organized instructive module. Joining mechanical changes into our propelled training structure is of first essentialness for proceeding with the change in cutting edge instruction.



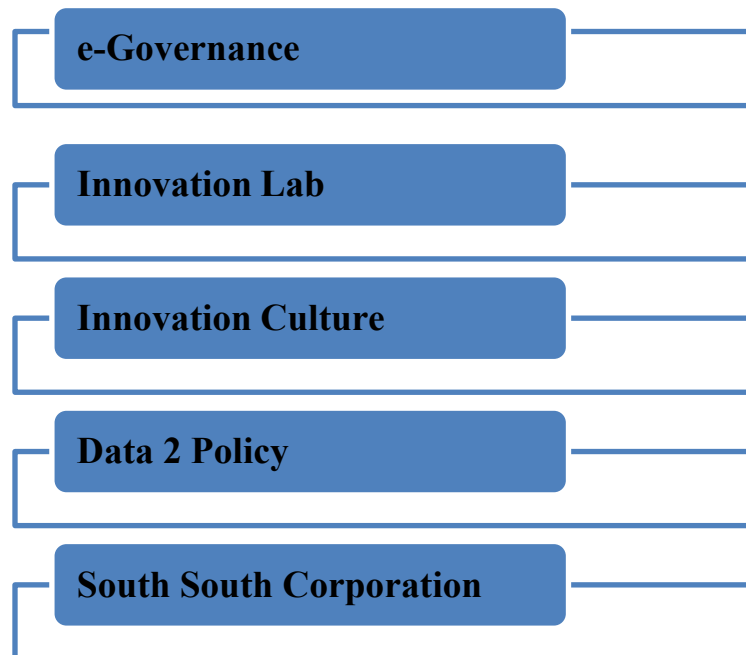


## Organizational Overview

A2i try to spread out the authentic potential inside the lawmaking body to make awesome headways that can straightforwardness and upgrade the lives of occupants. As the pioneer program of the Digital Bangladesh inspiration, a2i might want to stir making and made nations on open organization headway and change by sharing our earth-shattering encounters supported by points of reference, activities, and data.

How a2i change the administration

The a2i works in the accompanying five key regions so as to change the administration carefully and influence administrations to wind up national inviting and get too capable for the subject. The a2i essential objective is to guarantee simple, moderate and solid access to quality open administrations for all nationals of Bangladesh.



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## E-Governance

Enhancing government for individuals by and large through getting ready government representatives to unravel organizations and making government structures and organizations available through single entries while changing government establishments into less-paper work environments dependent on all around made information and organization frameworks.



Service process simplification:

Revamping government for individuals as a rule through planning government representatives to streamline organizations and making government structures and organizations open through single paths while changing government establishments into less-paper work environments dependent on all around made information and organization frameworks. Less paper office:

Guaranteeing comfort to nationals through quicker development of records and reports through various layers of government workplaces, enhancing administration conveyance and guaranteeing responsibility.

Government services portal:

Containing quick and dirty information about inhabitant driven organizations of various govt. affiliations – a signal for the organization searchers.



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Land information service:

Assurance fast, reliable, choice arrives organizations to the underserved through a novel, base up yet then fused approach generally arrive related government foundations.

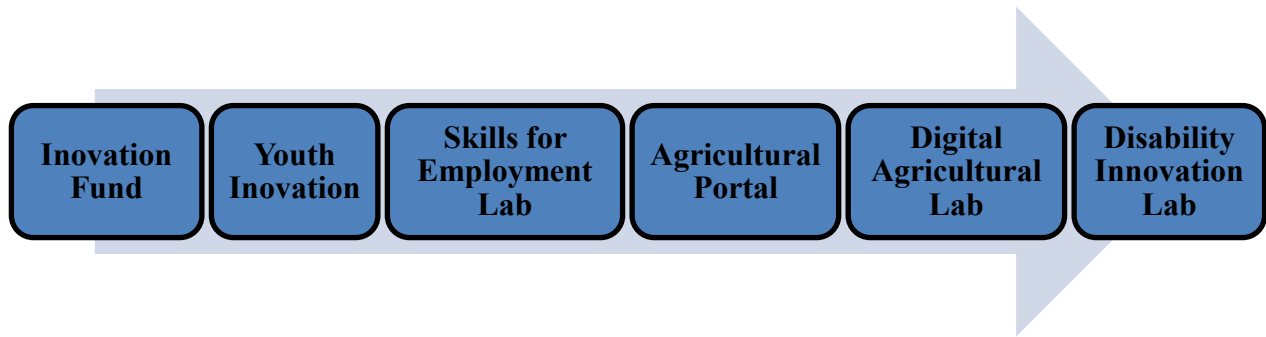
Government forms portal:

Ensuring access to basic structures for a wide scope of citizen-driven associations to pass on the most outrageous solace to the customers for benefitting organizations.



## Innovation Lab

Developing a hands-on, action organized approach to manage dealing with the best challenges looked by society and people (in issues like work, powerlessness rights, and cultivating), building up a strong structure for presumably the most splendid identities to get together and collaborate for planning without a doubt the most imaginative courses of action in the country.



**Innovation Fund:**

Attract and empower the whole of Bangladeshi society to co-make novel responses for progression troubles and lift their chances of having an or the impact at scale.

**Youth innovation:**

Handle the imperativeness and inventiveness of the youth to make innovative responses for progression challenges through competitions, co-creation, and bring forth

**Skills for Employment Lab:**

Shape the right linkages in the guidance part to meet the goals of transforming into a strong fixate pay country reliant on adjacent and worldwide market ask.



### Agriculture Portal:

Orchestrating all the key players (investigate, augmentation, ranchers) in the field of farming for their interrelation and cooperation in a virtual stage (<http://krishi.gov.bd/>).

### Digital Agricultural Lab:

Supporting ideation, improvement, upgrade and commercialization of farming centered advancements while ensuring the protected innovation privileges of the trend-setters.

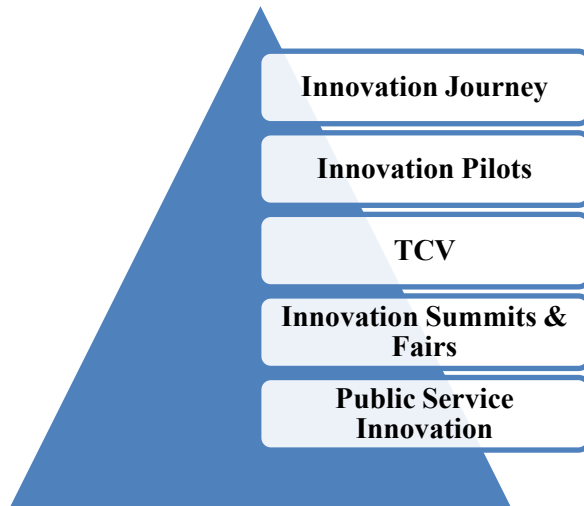
### Disability Innovation lab:

Supporting ideation, advancement, upgrade and commercialization of handicap driven items and administrations while securing the licensed innovation privileges of the pioneers.



## Innovation Culture

Supporting ideation, advancement, upgrade and commercialization of incapacity driven items and administrations while securing the licensed innovation privileges of the pioneers.



Innovation journey:

Engage government employees to put themselves in natives' shoes and inspire them with a feeling of direction for driving upgrades out in the open administration conveyance.

Innovation pilots:

Empowering government workers to try different things with thoughts for enhancing open administration conveyance utilizing bits of knowledge from their 'compassion venture'.

TVC:

Demystifying advancement, putting residents at the focal point of endeavors to enhance open administration conveyance and creating better outcomes.





Innovation summits & fairs:

Nowadays of elective administration alternatives and the about universal nearness of advanced innovations, there are developing desires on governments, non-government performing artists and organizations to address conveyance challenges and enhance quality adequately and reasonably.

A2i grandstands and celebrates effective contextual investigations of advancements in broad daylight benefit conveyance in an uncommon path through:

- Annual Civil Service in Development Innovation Summits
- District Level Innovation Fairs

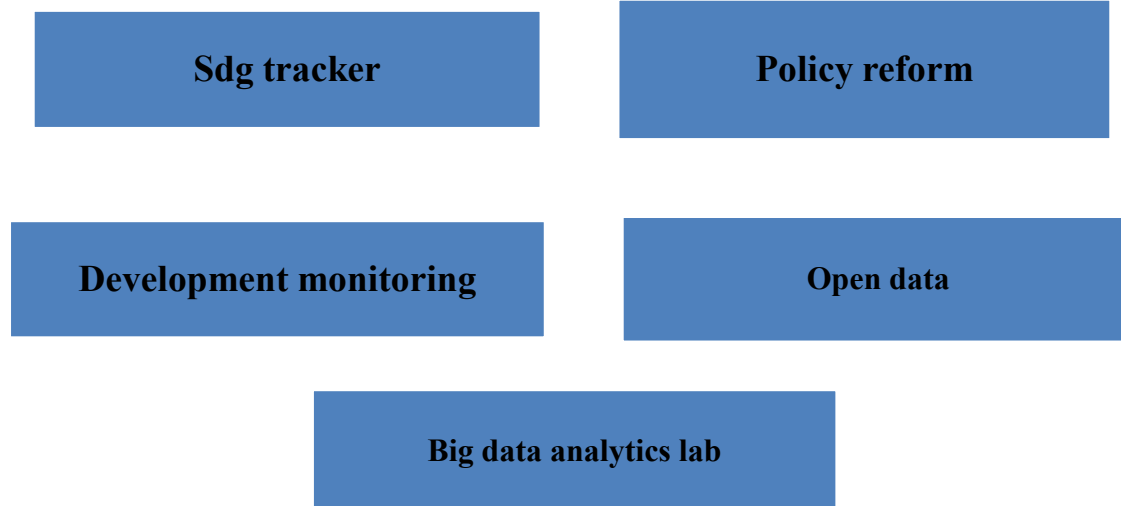
Social media in public service innovation:

Review subjects' complaints, separate progressive hindrances in correspondence and make companion support and guide dispatch arrange inside common administration to sustain a culture of resident-driven open administration advancement.



## Data 2 policy

Empower strategy creators to adequately screen and track improvement advance at constituent supporters and at national dimension made conceivable by guaranteeing accessibility of carefully reusable information, at last prompting proof-based approach definition.



SDG tracker:

Empower keeping tabs on Bangladesh's development towards the accomplishment of SDGs and other national advancement objectives through an online data store.

Policy reform:





Guaranteeing approach detailing is educated by little scale test led by field-level government employees that quantifiably enhance the lives of normal subjects.

Development monitoring:

Empower compelling checking by best arrangement producers of the advancement of Bangladesh's 300 discretionary voting demographics through a framework that empowers field level government officers to give precise and convenient information

Open data:

Guaranteeing accessibility of carefully reusable information on the web to empower better open administration conveyance, investigate, new openings for work, speculation and straightforwardness and responsibility in the legislature.

Big data analytics lab:

First-of-its-kind lab in Bangladesh to fortify government offices with information investigation and representation to realize social great.

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South-south Cooperation:

This distribution, a joint effort among UNOSSC and a2i, on Bangladesh's encounters being developed is uncommon with regards to South-South participation. Bangladesh is commonly viewed as one of the little nations in South Asia. In any case, this production catches the enormous additions made by the nation in spite of difficulties going from pre-autonomy war, the world's densest populace, and regular catastrophic events. Bangladesh met the greater part of the Millennium Development Goal targets well in front of the calendar and its economy has developed at a normal rate of 6 percent for every annum.



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## Public service innovation

Public service innovation is a term referring itself to the process improvement of the operational efficiency of a public service in any government office by making necessary modification in the operation process with the use of different concepts like supply chain, technology, innovation, etc in order to give farther, easier and timely public service to the citizen.

### Public service Innovation Project (Design workshop three training)

A2i has unique initiative of giving training to class one government officials in order to make them adapted to the concept of public service innovation. This is a three day training process where pre selected government officials come up with specific innovation ideas which will solve making specific public service accessible to the citizens with much ease , faster and less frequent visit. The aim of this training is to make the rough innovation ideas into a construction action plan. The training process follows a specific documentation form called “ UPOKORON -13” which upon successful fill up leads to a constrictive action plan of the innovation ideas by the end of the training.

The training process includes notable segments like lecture about public service innovation, idea generation session, session by successful innovators journey, sector expert advice session, cascading shadow session etc.



Firstly the participants are given knowledge about the concept of public service innovation. Secondly, there will be inspiration sessions by successful innovators who share their innovation journey and success stories, so that the government officials get inspired about making innovation in government office and understand successful innovation examples.

Thirdly , the training process includes idea grooming up sessions where new innovations find out properly specific problems in the operations of delivering public service in their respective offers and there come up with feasible innovation idea to solve the problems and make public service more accessible for the citizens making it faster, easier and less frequent visits.

In the sector expert session, innovators get the opportunity to get in touch with top level government officials (secretary states) of the respective sector (ministry) their ideas fall into. Through the sector expert session, innovators ideas become more constrictive and feasible in accordance with the operations management of top level government officials, which help for implementation of successful innovation ideas nationally by the government in future.

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The three day workshop also includes cascading shadow session where the innovation ideas feasibility is analyzed by observation with sharing it with different stakeholders prospective such as officials perspective innovators perspective, citizen perspective. After analyzing innovation ideas are brushed up.



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## **Process Improvement Observation of 3 day Public Service Innovation Project Designing Workshop:**

The focus of the internship has been to identify observations for process improvement of the operations of public service innovation project design workshop. It is indeed not sufficient by three months time to properly observe all areas of process improvement of the operations of the training and come up with specific recommendations for making process improvement to make the operations of the training process more efficient and effective.

Therefore, precise objective is to work on specific process improvement areas and successfully implement recommendations for those improvements to have impact in these three months.

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The following specific observations for process improvements have been worked on:

- Lack of maintaining feedback of participants of the workshop.
- Lack of maintaining participants' evaluation on workshop facilitators.
- Confusion regarding output measurement of the workshop.
- Cross- checking of feasibility parameters for innovation ideas.

## Process Improvement Recommendations

- Developing and maintaining participants feedback form.
- Follow up of feedback and report.
- Development of facilitators evaluation matrix.
- Maintaining and reporting of facilitators evaluation report
- Proposal to recruit a process improvement personnel in capacity development team to check follow up process.
- Identification of process output measurement key and comparison with different batches and checking process improvement trend.
- Output measurement Index Batch  
=number of successful pilot innovation ideas that go to implementation at national level

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Total number of innovation ideas in each batch

## Limitations

Basically it is indeed not sufficient to work on process improvement for any operation. Although after identifying many areas for process improvement to work on, the precise aim has been to develop key process improvement models by which the operations efficiency can be identified and checked at regular intervals. Therefore the process improvement developments are worked specifically to make the models only. But the report further opens scope for operation management personnel to make valuable addition by contributing in future by working with the data got by using those process improvements models in near future. As the internship does include government jurisdiction, it is very sensible not to be able to collect and analyse state sensitive confidential information. Furthermore, the report includes process improvement of only a phase of the training process. It has not been able to see the selection phase of innovation ideas which are pre-selected to come to the 3-days training process.



## Conclusion:

A2i indeed has been a dynamic hub of innovation working to change the bureaucratic culture in government offices. Indeed known as “ **the heart of Digital Bangladesh**”, A2i serves as the flagship programme for implementing the government agenda of “ Vision 2021”. A2i has been able to understand the need for conducting empathy training for root level government officials to top level secretaries for firstly making them adapted with embracing innovation culture in government offices to have a paradigm shift from bureaucratic operations culture to enriched efficient operations culture. As part of overcoming such challenge, capacity development team of A2i is conducting public service innovation project design workshop ( three day training program) to come up with public service innovation ideas to solve problems in government offices, in order to revolutionize public service so that citizens get public service with more easier, faster and less frequent visit (basically service efficiency). Throughout the internship period, the focus is to develop process improvement techniques to improve the operations of the public service project designing workshop of three days training programme by capacity development team of A2i. The developments for process improvements of increasing operations efficiency are development of feedback module for participants, development of facilitators’ evaluation module and maintenance of feedback, identifying output measurement index and introducing process improvement chart in order to check operations efficiency over different batches of training. It is indeed believed that the developments for coming up with process improvement model for the operations of public service innovation project design workshop (three day training program) will hopefully help a2i to maintain the operation management efficiency of the process and maintain expected outcome and follow up to ave improved output efficiency of the process.



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