



Governance Innovation Unit  
Prime Minister's Office

[www.giupmo.gov.bd](http://www.giupmo.gov.bd)

## GOVERNANCE INNOVATION UNIT

Governance Innovation Unit (GIU) was established in 2012 by the Honourable Prime Minister with a view to improving good governance through fostering innovation in the public sector.

Innovation in governance encourages many new forms of citizen engagement, transparency, and accountability. However, GIU interprets innovation as a novel or alternative solution of a problem in delivering public services or simplifying service processes or fostering development administration in an effective and efficient manner.

Moreover, globalization and technological changes are influencing Bangladesh socially, economically, politically, and culturally. Consequently, the choices and expectations of citizens as service seekers from the government are also changing day by day. This requires rethinking of service delivery processes in relation to quality, time, and cost. To cope with the expectations of citizens, GIU is working with its slogan of 'Putting Citizens First' for re-inventing the public sector for better public service delivery. In addition to that GIU is also working in the areas of civil service reform and capacity development

### VISION

Think Tank on Good Governance and Innovation

### MISSION

To ensure that the public sector is Putting Citizens First by implementing good governance reforms and innovations that meets or exceeds citizen expectations.

### OBJECTIVES

**1. Capacity Development:** To infuse the notion of 'putting citizens first' in the work culture of the public sector through orienting the civil servants about -

- a. Improving the quality of service
- b. Engaging public servants in service delivery
- c. Ensuring value for money

**2. Innovation & Implementation:** To foster an innovative culture across the public sector by -

- a. Encouraging novelty in approaching problems
- b. Facilitating the implementation of new ideas

**3. Research:** To conduct research on good governance with a view to assisting government agencies for -

- a. Identifying national and international best practices
- b. Replicating and scaling up

**4. Liaison & Outreach:** To partner with private sector, academia, civil society, and international organizations as a public sector think tank in Bangladesh.

## MAJOR ACHIEVEMENTS

### Annual Performance Agreement (APA)

GIU initiated a paradigm shift in the performance management system by introducing APA for a result-based and accountable public sector in collaboration with Cabinet Division. For this noble work, GIU was awarded the Public Administration Award in 2016. Later on, the Cabinet Division has taken the responsibility to administer APA and now it is an effective tool for organizational performance management in public sector. In the mean time, this innovative approach has yielded a positive impact in the overall performance of public administration.



### National Governance Assessment Framework (NGAF)

It is widely acknowledged that good governance is the precondition for sustainable development. It is also recognized that a comprehensive picture of Good Governance cannot be understood without considering

the very context of a country. With this backdrop, GIU in collaboration with national and international partners has taken the initiative to formulate a National Governance Assessment Framework based on country contextual governance indicators in order to portray the real scenario of governance. Currently, GIU is working on further refining the framework.



## **Citizen's Charter**

Citizen's Charter is a commitment to the citizens as to when and how services will be delivered to them. It also indicates the role of service recipient for a service. GIU formulated a standardized format of Citizen's Charter for the public sector with the help of the Cabinet Division and the Ministry of Public Administration and provided nation-wide training for implementation of the Citizen's Charter across public sector.

## **Child Marriage**

In order to reduce the child marriage in line with the commitment of the Honourable Prime Minister, GIU took an innovative approach by focusing on the marriage solemnizers, obligatory part of a marriage. GIU sensitized the marriage solemnizers by providing comprehensive training across the country and created a database. This intervention seemed to have a positive impact on the overall scenario of child marriage. For this achievement, GIU received the 'Recognition Award' from the Canadian High Commission at Dhaka in 2016.

## **Introducing U-Loop:**

In order to bring in more discipline in the traffic management system and to reduce the traffic congestion GIU proposed U-Loop system which has been approved and implemented by the Dhaka City Corporations. U-Loop has been proved to be a positive move in the traffic jam management system of Dhaka.

## **SDG Localization**

Since Sustainable Development Goal (SDG) is a global agenda, the priority and targets are not always in alignment with the national priority of a specific country. In this context, nation states are now focusing on localizing the SDG targets. In line with this spirit, Bangladesh also wanted to have its own version of priority. In this backdrop, GIU stepped in and devoted its capacity for localization of SDG in Bangladesh. After a wide range of consultation at the national and local level, GIU formulated a list of priority indicators for national and local levels. In the process, 39 indicators have been identified at national level as priority indicators and approved by the Cabinet with an advice to identify an additional indicators at the local level upto Upazilla which was then known as 39+1 model of SDG localization. Later on, GIU identified +1 indicator for each District and Upazilla (Subdistrict), while the 39 national and +1 local indicators together is now known as '39+1 Bangladesh Model' of SDG localization. The model can be a reference point for other developing countries.

## **APAR (Annual Performance Appraisal Report)**

Effective performance management system comprises both organizational and individual performance. After introducing the Annual Performance Agreement system for organizations, GIU focused on individual level performance management in line with the APA. In 2017-18, GIU formulated individual level performance management system and forwarded it to the Ministry of Public Administration for implementation. The system will be in effect soon by replacing Annual Confidential Report (ACR) system.

## **CAPACITY DEVELOPMENT**

### **GIU-HKS Collaboration**

To improve the capacity of Bangladesh Civil Service, the Governance Innovation Unit (GIU) has signed an agreement with the Ash Center for Democratic Governance, Harvard Kennedy School, Harvard University on 25 May 2022. The major components of this agreement include:

- Institutional Capacity Building:
  - Faculty development
  - Curriculum review and development

- Capacity building of civil servants:
  - Senior management policy dialogue
  - Special topic seminars for policy makers
  - Executive training for civil servants
- Research and collaboration:
  - Sector specific research for policy interventions
  - Exchange of research fellows



## **Curtin University**

GIU has a Memorandum of Understanding (MoU) with Curtin University, Australia. Under the MoU, GIU arranges a training program titled 'Action Research for SDGs Localisation in Bangladesh'. The program comprises two parts, one is a two-week training at Curtin University, Australia, and the other is in field action research in Bangladesh. Every group of participants undertakes an action research project in Bangladesh. Through the action research projects, participants learn the real impact of the actions in the field and get wide range of experiences.

## **Prime Minister Fellowship:**

The Prime Minister Fellowship was introduced by the Honourable Prime Minister Sheikh Hasina in 2018 to develop knowledge-based and competent human resources for realizing the Vision 2041 and to cope with fourth industrial revolution. The fellowship is awarded for pursuing Master Degree and Ph.D. degrees from reputed foreign universities. The fellowship is open to Bangladesh Civil Service officials, university teachers, other non-cadre government officials, and private sector people.

The fellowship has been administered and managed by the Governance Innovation Unit (GIU) of the Prime Minister's Office with the help of two committees, namely the Fellowship Steering Committee and the Fellowship Selection Committee. A rigorous two-stage software-based selection process has been followed for fellow selection. Until the fiscal year 2022-23, a total 98 Ph.D. fellows and 239 Masters fellows were awarded Prime Minister Fellowship.

## SERVICE SIMPLIFICATION

### **Pension service**

Simplification of pension service is one of the remarkable achievements of GIU. Based on the recommendations of GIU, Finance Division subsequently brought in some changes in the pension process. Few remarkable changes are:

- Finance Division issued a detailed circular on 30 April 2016 simplifying pension service.
- The hassle of pensioners has been reduced by shifting the burden of obtaining 'No Objection Certificate' from the pensioners to the concerned organization and thus reduced the disposal time for pension cases.
- Online Pension Management System has been developed through which pension is now directly disbursed to the beneficiaries' accounts.

### **Driving License**

GIU has been working on simplification of the driving license process since 2019 and proposed some recommendations regarding the process of written tests, field tests, viva voce, and generation of digital license with QR code. In the meantime, driving test process has been simplified and generation of digital license with QR code has been implemented.

### **Birth Registration**

In order to simplify the birth registration process Governance Innovation Unit has come up with some recommendations. Based on the recommendations, the birth and death registration authority has made some significant changes in the process which has contributed to reduce the hassle of the service seekers. Some of the major changes are:

- The mandatory provision of submitting the birth registration of parents (in case of birth registration of a child) has been withdrawn. This has significantly reduced the hassle of the service seekers;
- The online payment gateway has been introduced to deposit the fees for the service;
- Amendment in the birth registration for minor errors can be done by the local birth registrar which was done

centrally before by the Office of the Birth and Death Registrar. This has helped to reduce the service delivery time and hassle of the applicants.

## RESEARCH

### **A Study on Incorporation of Inquiry and STEM-based Instruction in Sixth Grade Science Classroom: An Experimental Study**

STEM stance for Science, Technology, Engineering, and Mathematics. STEM education is an interdisciplinary approach to learning that removes the traditional barriers separating the four disciplines of science, technology, engineering, and mathematics and integrates them into real-world, and relevant learning examples for the students.

GIU has conducted the titled study in order to identify the suitability of the STEM approach in the secondary education of Bangladesh. The study is an experimental project which aims to examine to what extent STEM-based educational instruction and learning materials enhance students’ science learnings in grade VI employing a mixed method research design.

The overall findings of the students’ achievements in science subjects reveal that students of experimental group achieve higher mean score in science than the control group. Based on the findings of the study necessary recommendations will be forwarded to the concerned ministries/divisions.



## FUTURE INITIATIVES

<b>CSR</b>	* Propose reform for a knowledge-based civil service: In order to bring in specialization utilizing the existing human resources
<b>Research</b>	* Commissioning study to identify the skill gaps of Ministries/ Divisions critical for LDC graduation: In order to develop an effective capacity development program based on actual need
<b>Policy Reform</b>	* Developing a framework of evidence-based policy making for public sector: In order to formulate robust and more vibrant public policy based on evidence