

## INNOVATION AND IMPLEMENTATION

**1. IMPLEMENTATION OF INNOVATIVE IDEAS:** GIU has published a 'Good Practice Booklet-2015' that contains 49 initiatives introduced in different ministries/ divisions. A few practices are mentioned below:

- After disposal of any show cause notice, Ministry of Public Administration is now informing the concerned person
- Introduction of e-card within the organizations under the Prime Minister's Office
- Establishment of wi-fi hotspots in the international airports for common passengers
- Provision of separate coach for perishable goods in the trains
- Instruction of fostering traditional cultural activities in educational institutions
- Issue of computer composed Last Pay Certificate (LPC)

**2. SIMPLIFICATION OF PENSION SERVICES:** Simplification of pension service is one of the remarkable achievements of service simplification. After analyzing the existing rules and regulations regarding pension service, GIU has recommended a few changes on that.

Finance Division has issued a circular on 30 April 2016 to amend the Pension Simplification Order, 2009. Following are the significant changes and provisions:

- If the pension granting authority fails to obtain 'No Objection Certificate' (NOC) within 1 month of pension application, the case has to be disposed considering there is no outstanding claim with the applicant.
- Inheritance or marriage related certificates can be obtained from the Mayor of City Corporation or last controlling authority.
- Any observation on behalf of accounts office regarding any part of the pension case has to be disposed of through official correspondence with the concerned 'welfare officer'.
- Mandatory performance indicators regarding disposal of pension cases have been included under the framework of APA for expediting and simplifying pension services.

**3. PREVENTION OF EARLY MARRIAGE:** According to the Child Marriage Restraining Act, 1929 the minimum age limit for girls and boys are 18 and 21 respectively. Yet, almost 52% of the marriages take place where at least one of these limits is violated. Against this backdrop, the Honorable Prime Minister Sheikh Hasina committed during the World Girl Summit (July 2014) to achieve the following three things:

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- To ensure zero incidence of marriage at the age of 15 or before by 2021
- To bring down the rate of marriage between the age of 15 and 18 to one third by 2021
- Issue of computer composed Last Pay Certificate (LPC)



GIU has been offering its innovative efforts so that Bangladesh can comply with the commitment of the Honorable Prime Minister. In Bangladesh, traditionally there are persons who are not marriage registrars but traditionally perform the religious part of marriage. GIU's innovation in this regard is to identify such persons and make them aware about the laws, rules and regulations. If these persons, along with the registered marriage registrars follow the rules strictly, the rate of child marriage is bound to diminish and eventually such marriage can be eradicated. GIU has guided the field administration to create a database of persons who perform the religious part of marriage. By now 64,764 persons have been identified and almost half of them have already been trained by GIU. GIU has also imparted training to the recognized marriage registrars field administration officers, women affairs officers and other stakeholders. Apart from the training, monitoring and mass awareness programs are also being performed.

## RESEARCH

The nature of GIU's activities is mostly research oriented and GIU has performed quite a few structured researches with the help of expert researchers from academia, scientists, research organizations. Some important researches facilitated by GIU are mentioned below:

- GIU has patronized a research to find a healthy and cost effective preservative. The research has been performed by a team headed by the Director General, Bangladesh Atomic Energy Research Institute. The outcome of this research is a cost effective preservative 'chitosan' extracted from the shell of shrimp. The test has already proven this preservative to be harmless. To facilitate this research, GIU has organized workshops at various districts and different ministries/divisions, where all the stakeholders were apprised about the findings. It is expected that the preservative 'chitosan' will be commercially available.

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- A research has been conducted on GIU's initiatives to eradicate child marriage. GIU has taken necessary initiatives according to the findings of the research.
- Another research has been commissioned, to identify the problems and prospects of formulation and implementation of Citizen's Charter, with the help of experts from Dhaka University.
- GIU's research on the existing appraisal system of government employees recommended a model named Annual Performance Appraisal Report (APAR). This model has been developed in alignment with the newly introduced Annual Performance Agreement linking organizational and individual performance. This model recommends appraisal on the basis of financial year instead of calendar year.



## LIAISON AND OUTREACH

GIU has always been very keen to form partnership with local and international organizations including various development partners. The intent of such collaboration is to enhance the capacity with regard to the theoretical and practical aspects of innovation, governance, public policy, sustainable development etc. through mutual cooperation. A Memorandum of Understanding (MoU) has been signed between GIU and Curtin University Sustainable Policy (CUSP) Institute. GIU has also signed an MoU with the Department of ICT and both parties agreed to extend their expertise for the benefit of others in development of the Performance Management, Information Technology as well as other relevant matters.

Contact: +8802-9136901, E-mail: [innovation@pmo.gov.bd](mailto:innovation@pmo.gov.bd)

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Putting Citizens First



Governance Innovation Unit  
Prime Minister's Office

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

## GOVERNANCE INNOVATION UNIT

One of the commitments of the present government according to the election manifesto was to ensure Good Governance in Bangladesh. This commitment, along with the urge of achieving 'Vision 2021', paved the establishment of Governance Innovation Unit (GIU) at the Prime Minister's Office on 20 February 2012. GIU started its journey with a motto: 'Putting Citizens First'. Following are the 'vision', 'mission' and 'objectives' of GIU:

### 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 meet public expectations

### OBJECTIVES

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

- Cutting red tape
- Improving quality of service
- Engaging public servants in service delivery
- Ensuring value for money

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

- Encouraging novelty in approaching problems and
- Facilitating the implementation of new ideas

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

- Identifying national and international best practices
- 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

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*"Innovation is not the product of logical thought, although the result is tied to logical structure."*  
- Albert Einstein

According to Merriam-Webster dictionary 'innovation' means "the act or process of introducing new ideas, devices, or methods". The Oxford dictionary defines 'innovation' as "A new method, idea, product, etc." Generally, 'innovation' means generation and application of new ideas. The arena of public administration delineates 'innovation' as "an effective and unique answer to new problem or new answer to old problem". GIU has its own operational definition of 'innovation': "a novel or alternative solution to any problem that ensures cost effective, hassle free and transparent service delivery even without any change in existing law, act or policy". The innovator may have to take certain level of risk for the sake of people. To make the notion of 'innovation' clearer, GIU has identified the following characteristics of an 'innovation' from a more practical perspective:

**Novelty:** The initiative or solution should be 'new' in its approach, either in looking at the problem or in the nature of effort to solve it.

**Effectiveness:** The solution should meet the demand of the service seekers concerned and also produce tangible results.

**Significance:** The intervention should successfully address one or more areas of public concerns.

**Replicability:** The solution has to be replicable in different jurisdiction, scale etc. wherever possible.

**Process Simplification:** The implementation of idea ought to simplify the existing 'process' of delivery and thus result in reduction of time, cost and visit required for delivering the service or at least one of them.

**Sustainability:** The solution should be sustainable, i.e., be implementable for a reasonably long time frame having a permanence in the application

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## RECENT ACTIVITIES AND ACHIEVEMENTS:

### CAPACITY BUILDING:

**1. ANNUAL PERFORMANCE AGREEMENT (APA):** The Government of Bangladesh has recently introduced Government Performance Management System (GPMS) of which APA is a significant component. With the introduction of APA, the results orientation within the public sector is expected to elevate. As an inceptor of the APA structure, GIU has been dedicated to disseminating this new concept amongst various levels of public servants. In the financial year 2015-16, GIU has organized training on theoretical and practical aspects of the APA for more than 400 officers from 100 different departments under various ministries/ divisions. Government has accepted the recommendation of GIU to form a 'specialized committee' consisting of retired and current expert officers of different sectors for successful implementation of the GPMS. GIU has achieved 'Public Administration Award 2016' for its contribution in conceptualizing and implementing the APA across 48 ministries/ divisions of the government.



**2. SUSTAINABLE DEVELOPMENT GOALS (SDGs):** GIU has been helping the ministries/ divisions of the government assimilate the idea of SDG implementation through the framework of APA. GIU has contributed in the capacity development through a series of trainings titled "Assimilation of SDGs through GPMS" and trained more than 200 officers of various ministries/ divisions. To disseminate the core idea of Agenda 2030, GIU has published an SDG flyer in Bangla for the common citizens as well as local government institutions. In addition, a number of workshops/ seminars/ dialogues were organized where members of parliament, public officials including secretaries of different ministries/divisions, heads of departments, members of civil society & knowledge community and representatives from print and electronic media participated. Apart from these interventions, GIU has requested various ministries to take measures for staff capacity improvement for SDG attainments.

GIU has been assisting the Honorable Prime Minister, also a member of the UN High Level Panel on Water (HLPW), in formulating a global policy for a water-secured world for all.

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**3. FORMULATION AND IMPLEMENTATION OF CITIZEN'S CHARTER IN GOVERNMENT OFFICES:** Since the inception, GIU has been striving to improve the quality and availability of public service delivery for common citizens. With a view to ensuring formulation and implementation of a people friendly Citizen's Charter (CC), GIU has imparted training to about 700 officers of 48 ministries/ divisions, 101 departments, 10 city corporations and all the major utility service providing organizations during the financial year 2015-16. Furthermore, since March 2014 to May 2016, GIU has offered hands-on training to around 700 officers and staffs through workshops conducted in 44 districts. 150 different services has been identified and a guideline has been developed for implementation at the DC offices.

**4. ENSURING ANIMAL SLAUGHTERING AT SPECIFIED SPOTS DURING EID-UL-ADHA:** The religious Muslim people offer sacrifice by slaughtering animals during Eid-ul-Adha for the satisfaction of the great Almighty. In Bangladesh the whole process, from buying to slaughtering the animal, is managed by the person himself or herself. Since a huge number of animals are slaughtered during this festival, unplanned slaughtering often causes various types of health and environmental hazards. Such hazards include outbreak of contagious diseases that spread through air & water, bad odor and quite a few other contaminations. To address the problem, following the instruction of Honorable Prime Minister Sheikh Hasina, GIU has developed a sample 'work plan' for the city corporations and district headquarter municipalities with a view to ensuring animal slaughtering at prescribed places during the Eid festival. While formulating the 'work plan', the following 7 steps have been identified:

**a. Activities before Slaughtering:**

- Select and prepare places for slaughtering in accordance with estimated number of animals to be slaughtered
- Enhance the skill of slaughterers
- Develop mass awareness and ensure enough publicity
- Promote private initiatives
- Estimate budget for planned initiatives and ensure allocation

**b. Monitor whether the plan is followed during the Eid days**

**c. Waste management after slaughtering**

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