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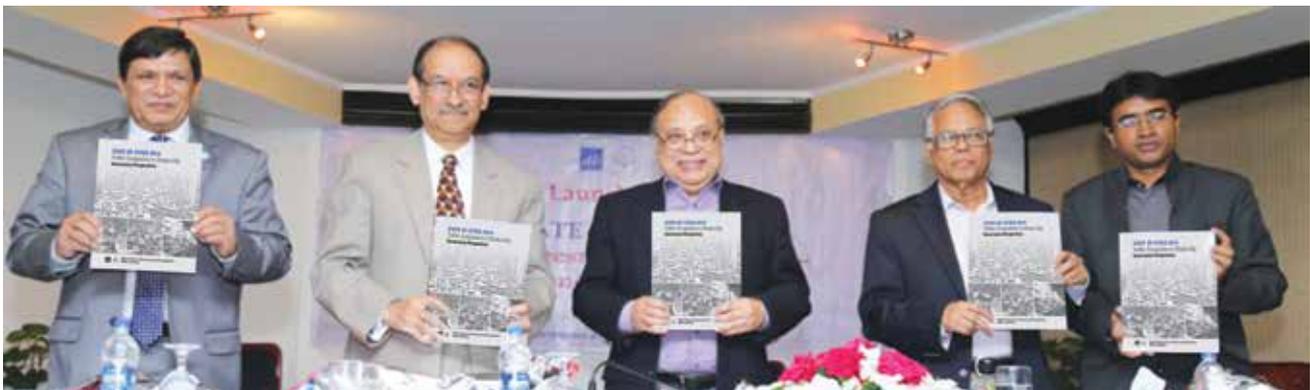
State of Cities 2016 Traffic Congestion in Dhaka City - Governance Perspectives report launched

BRAC Institute of Governance and Development (BIGD), BRAC University launched one of its annual flagship research reports titled "The State of Cities 2016: Traffic Congestion in Dhaka City - Governance Perspective" on 27 December 2016 at the BRAC Centre Inn, Dhaka.

Professor Syed Saad Andaleeb, Vice Chancellor, BRAC University and Professor Nazrul Islam, Chairman, Centre for Urban Studies (CUS), attended the event as

This is the fifth report of its kind, this time focusing on the problem of traffic congestion in Dhaka city. The study's main objective was to examine the governance and institutional issues underlying traffic congestion in Dhaka, and develop proposals to tackle the issues and strengthen the institutions responsible for Dhaka's transport management.

The study focused on the Dhaka Metropolitan area and six key government agencies in particular – Dhaka



Naim Ahmed, Professor Syed Saad Andaleeb, Dr. Sultan Hafeez Rahman, Professor Nazrul islam and Dr. Shanawez Hossain are seen at the launching ceremony (from left)

the Guests of Honour. Mr. Naim Ahmed, Former Commissioner, Dhaka Metropolitan Police, discussed the report, while Dr. Sultan Hafeez Rahman, Executive Director of BIGD chaired the event. Dr. Shanawez Hossain, Research Fellow of BIGD presented the findings and recommendations of the research report at the event.

Learned participants and professionals participated in a Q/A session which followed the formal launching. The event was also attended by relevant professionals, academics, experts and media who discussed the report and shared their opinions.

Metropolitan Police (DMP), Dhaka North City Corporation (DNCC), Dhaka South City Corporation (DSCC), Bangladesh Road Transport Authority (BRTA), Dhaka Transport Coordination Authority (DTCA) and Rajuk. Based on 'governance perspectives' the investigation was conducted adopting a 'political economy framework'. Data was collected from both primary and secondary sources through key informant interviews, a 'score-card' survey of the six institutions, case studies and site observations. A major questionnaire survey of 774 transport users was also carried out to obtain people's views of the main traffic issues and priorities for action.

The survey of transport users found that most people identified management issues as the main causes of traffic congestion. Therefore effective traffic management, including restraining the demand for private transport, is crucial for reducing Dhaka's congestion.

The report also examined the institutional arrangements and coordination mechanisms for transport in Dhaka. There are over 30 agencies involved in transport in the metropolitan area, which makes coordination very difficult. The main transport coordinating authority (DTCA) is significantly under-staffed and lacking authority and similarly, most of the key institutions are internally challenged due to limited human capacity, limited equipment, poor internal accountability mechanisms and lack of transparency; and externally challenged in their co-ordination with other organisations as they are all responsible to different ministries. This diffusion of responsibility together with DTCA's weakness is considered the single most important challenge for improving transport co-ordination in Dhaka.

The study found that despite many laws and much activity by the enforcement agencies, drivers frequently break the rules and likewise, pedestrians. A high proportion of road users admitted they sometimes broke the traffic laws, and bus drivers were considered more likely to break the laws than private drivers. However, people identified the main causes of traffic law violations as competitive pressures on bus operators, and poor police enforcement.

The study examined institutional issues relating to enforcement. Regarding BRTA, it was noted that the driver and vehicle licence system is dominated by 'brokers' who charge substantial fees and can even arrange a licence without a test. In 2015 there were nearly 2 million fake licences, according to the High Court.

The report also found that entry to the bus sector in Dhaka was very difficult due to informal payments and the need for political connections, which tended to reduce healthy competition. Although government officials deny it, bus operators allege that standard

monthly informal payments are paid, as well as random on-the-spot daily payments. Both types of payment are facilitated by weak guidelines and processes from the enforcing agencies. Bus operators considered informal transactions constituting as one-half of their monthly operating costs, reducing their profitability which was further reduced by Dhaka's increasing congestion. As a result, bus service quality was compromised since the operator's survival depended on management of informalities and their focus was shifted from passengers to patrons.

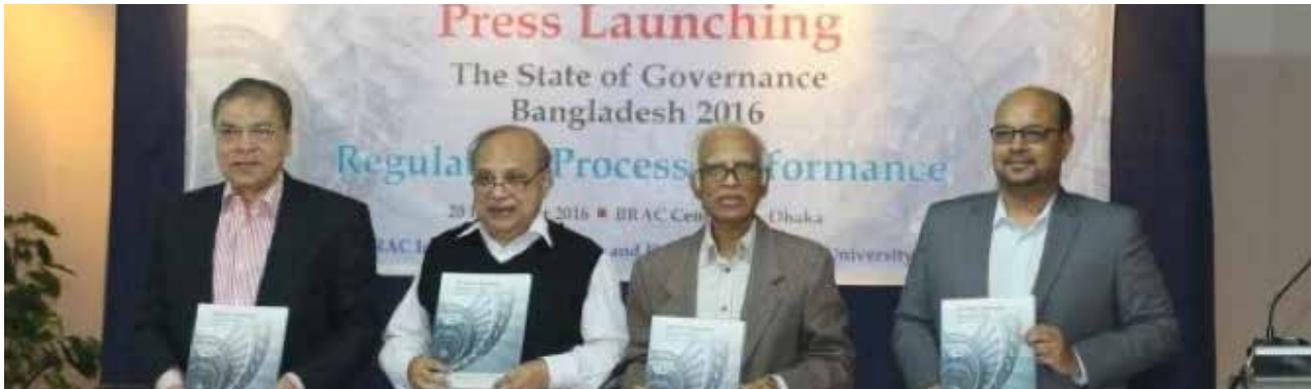
Management of hawkers and sidewalks presented a similar picture: Dhaka's 2.6 lac hawkers are actually highly regulated and pay significant sums to the authorities for the privilege of trading on the streets. The system is well-organised, with informal daily payments to 'line-men' as well as monthly informal rents. The funds are passed on to the enforcing authorities as well as local political parties, and the total sums are quite remarkable. However, this informal management of Dhaka's footways has negative consequences for almost everyone: for the general public, who suffer from crowded footways and increased traffic congestion; for the hawkers, who pay high rents yet face daily insecurity; and for the city authorities, who lose substantial revenue income.

The report also examined the costs and impacts of traffic congestion on Dhaka's citizens, particularly the economic and the social costs. With a case study of a particular route of 26km in Dhaka, the average off-peak journey speed for motor vehicles was measured at around 22 kph, while the peak period average speed fell to around 9 kph. The economic cost of this delay was estimated at around Tk. 227 crore per month (\$28.4m per month), or roughly Tk. 53 for each passenger trip, most of which was due to lost time rather than vehicle operating costs. If other components of Dhaka's traffic congestion are taken into account, such as environmental and social costs, the results are even more alarming. The study also identified that the impact was heavily clustered among service holders, who had a higher willingness-to-pay to avoid or reduce congestion.

Press Launch of the State of Governance in Bangladesh 2016 held

BRAC Institute of Governance and Development (BIGD), BRAC University launched one of its annual flagship research report “The State of Governance in Bangladesh 2016: Regulation Process Performance”,

looked into the role of competition in election, voter turnout, voter list, electoral expenditure and electoral violence. The electoral competition in some elections, for example, the national election and city corporation



Dr. Iftekharuzzaman, Dr. Sultan Hafeez Rahman, Professor Wahiduddin Mahmud and Dr. Wahid Abdallah are seen at the Launching of SoG (From Left)

through the Press on 20 December 2016, at the BRAC Centre Inn Auditorium, Mohakhali, Dhaka in presence of a huge gathering of reporters and journalists from print, online and electronic media.

BIGD Executive Director Dr. Sultan Hafeez Rahman along with Dr. Wahid Abdallah, Research Fellow, BIGD; Professor Wahiduddin Mahmud, a renowned economist, and Dr. Iftekharuzzaman, Executive Director of Transparency International Bangladesh (TIB) launched the report in front of the media.

On behalf of the SoG team, Dr. Wahid Abdallah made the presentation on the findings and recommendations of the report. A lively Question-Answer session followed the presentations, where the SoG Research team addressed the queries and comments of the media reporters and senior journalists.

The report analysed democratic process, especially electoral politics, public sector governance, economic governance, and health governance, specifically governance of Upazila Health Complexes. In democratic governance, the report focused mostly on the local government elections in Bangladesh and

elections in Dhaka and Chittagong, have been affected by boycotts by the main opposition party, which may have also resulted into lower voter turnout in those elections. Data also shows that election time violence and gender gap in voter list has increased in Bangladesh in recent years. The report said that Bangladesh has seen deteriorations of electoral competition in the recent years. There was an increased pattern of election time violence, low participation of female candidates in local government elections and increased gender gap in the final voter list prepared in 2014 before the 10th National Election, the report said.

In public sector governance, the report mentioned that there was sluggish implementation of Annual Development Programme, downward trend of the Request for Information under the Right to Information Act, and more than half of the corruption complaints at Anti Corruption Commission (ACC) were discontinued. Noted economists who spoke at the report launching called for taking efficient steps by the concerned authorities to make the governance system more dynamic in all sectors. They also stressed the need for enhancing capacity of different government organisations.

Economic governance focuses on three topics: labour, tax and financial sector governance. The section on labour governance analyses the role of ministerial and administrative bodies and discusses issues related to labour rights and collective bargaining, labour conflicts, and workers' safety. According to the report, the workers' participation in trade union is dismal compared to the size of the workforce. Industrial safety remains a major concern in the sector and the progress of the reform initiatives. Analysis on tax governance looks at the governance of tax administration and collection in Bangladesh with a special emphasis on the indirect tax, particularly on VAT. There has been an increasing trend in indirect tax revenue collection, particularly of VAT, since 2009. The performance indicators of the banking sector seem satisfactory. The banking sector in terms of absorbing shocks is reportedly in a moderate condition. Large non-performing loans have been a

big concern for the last few years and no sign of significant improvement is observed. In economic governance, the report also said that Bangladesh was the only country with tax GDP ratio of 10 percent, which was the lowest among the South Asian countries. The Ministry of Labour receives less than two percent of total budgetary allocations, even though it is improving, the report said. In 2016, inspector to workers ratio was 1 to 8 lac although the standard is 1 inspector to 40,000 workers. In health sector governance, the relationship between resource availability and performance of Upazila Health Complexes (UHC) has been shown positive using a set of indicators. The analysis goes on showcasing that the service recipients, when informed more about resources availability, are more willing to go to UHCs, thus creating demands for services which, in turn, help improve the performance of government health services at the upazila level.

Citizens have every right to know and oversee where and how their money is being spent

Speakers stressed at a National Seminar on Citizen Engagement in Public Procurement

Citizens have every right to know and oversee where and how their money is being spent. Citizens also have the right to know government procurement rules and whether the government is following the procurement laws, rules and precedents and maintaining transparency and accountability in terms of

Azad, MP, Chair, Parliamentary Standing Committee on Ministry of Planning at a Seminar titled 'Citizen Engagement in Public Procurement'.

CPTU, IME Division of the Ministry of Planning and BRAC Institute of Governance and Development



Dr. Mirza M Hassan, Dr. Sultan Hafeez Rahman, Mr. Farid Uddin Ahmed, Mr. Abul Kalam Azad MP, Dr. Zafrul Islam and Mr. Md. Faruque Hossain are seen at the seminar (from left)

purchasing goods and services. Often, it is found that roads and bridges are destroyed within a few days of construction due to low quality work, said Abul Kalam

(BIGD), BRAC University co-organised this national seminar at a hotel in the capital on 1 December 2016.

Farid Uddin Ahmed, Secretary of IMED chaired the seminar where Md. Faruque Hossain, DG, CPTU and Dr. Sultan Hafeez Rahman, Executive Director of BIGD made the welcome remarks. Dr. Mirza Hassan, Adjunct Fellow of BIGD and Dr. Zafrul Islam, Senior Procurement Specialist of World Bank Dhaka also spoke at the seminar.

Dr. Zafrul Islam said that public procurement is highly risky and the World Bank is happy to cooperate with the government to involve citizens with the initiative. According to the law, citizen has the right to public information and citizen engagement in public procurement can ensure transparency and accountability.

Mentioning the country's recent economic growth, Dr. Sultan Hafeez Rahman said that this is the perfect time to engage citizens to strengthen the development process.

Md. Faruque Hossain said we are accountable to the people, and the people will decide what they want to do and how. Mentioning the practical field experiences of citizen involvement in public procurement activities in Rangpur and Sirajganj, Dr Mirza Hasan said the quality of work has improved where our citizen committees have monitored the school and road constructions projects. Generally, the contractors and the people associated with the construction work are

more accountable to the people and the contractors are bound to use the best quality construction materials, although many of the engineers and contractors do not like to be held accountable to the citizens. He also added that political parties felt that involving citizens in public procurement had a negative impact on their level of power.

Participants at the open discussions emphasized that the citizens of the relevant project area need to be involved from the beginning, from the stage of project planning to be well informed about the project, and be trained about the project monitoring issues. They also said that the citizen committee should be developed with honest and expert citizens based on certain criteria and a central expert citizen committee can be built. Citizen involvement in public procurement can open up new horizons, they added.

To improve transparency and accountability in the huge amount of public spending in public procurement, and improve the quality of work and stop wastage to ensure the best use of public money, the government has taken the initiative to involve the citizens in public procurement as a third party. BIGD is providing technical assistance to the CPTU, IMED to help design and implement the social accountability mechanism that aims to institutionalise and develop this third party monitoring system in the public procurement process in the country.

Local MPs will not interfere in the workings of local governance institutions - says State Minister Mashiur Rahman Ranga

National Seminar on Local Governance Programme Sharique held

Clash between the Member of Parliament and elected local government officials is the main barrier to ensuring services to the people, said Mashiur Rahman Ranga, State Minister for Local Government, Rural Development and Cooperatives. He made the remark while addressing a national conference on Local Governance Programme Sharique project as the Chief Guest jointly organized by Swiss Agency for Development and Cooperation (SDC), HELVETAS Swiss Intercooperation and BIGD in a hotel of the city on 7 December 2016.

He said "There is no clash between Members of

Parliament and locally elected government representatives to provide good services to the people. These components should work complementing each other for the betterment of the country." Local MPs will not interfere in the workings of local governance institutions, he added.

"Our government is working to strengthen and empower the local government. We need more time to ensure the empowerment of the local government beyond party interest. As part of our

empowerment of the local government, we have already ensured accountability to finish the project in due time," said Mashiur Rahman Ranga.

The State Minister for LGRD also said they will discuss the increase of the honorarium of the elected members of local government and create new posts for local government. so as to be able to spend more for the people.

Swiss Intercooperation, Bangladesh; Dr. Badiul Alam Majumdar, Country Representative, The Hunger Project, Dr. Tofail Ahmed, local governance expert and Ms. Melina Papageorgiou Trippolini, Programme Manager of SDC, among others. Other participants in the programme included academics, elected representatives from Sharique working areas and NGO partners active in the local governance sector.

The event was held to celebrate ten years (2006-2016)



Emphasizing on the local government system Mani Shankar Aiyer, former Panchayet Minister of India said that "Both democracy and development facilitate each other. If development is not equitable it will pose a threat to democracy. Hence what is required is inclusive growth through inclusive governance and this can be done by allowing more autonomy to local government. The former member of Lok Shabha and Rajya Shabha in India also shared experience of the performance and challenges of the local government of different Indian provinces. He also stressed the need for greater participation of women in local government to bring equitable development.

Attending as the Special Guest, the Ambassador of Switzerland to Bangladesh Christian Fotsch praised Bangladesh for ensuring the rights of women to vote so early. Though his country gained independence almost 400 years ago, the right to vote for the women was ensured only in 1971.

The programme was attended by Mr. Md. Shah Kamal, Secretary, Ministry of Disaster Management and Relief, Dr. Sultan Hafeez Rahman, Executive Director, BIGD, Kaspar Grossenbacher, Country Director of HELVETAS

of Sharique and also to launch a step-by-step guide that captures Sharique's ten years of experience in the local governance sector. The objective of launching this guide is to make the practical lessons learned from the programme available to other stakeholders, including the Union Parishad themselves, as well as a range of public and non-governmental partners. The guidance is designed to offer systematic tips and advice to improve accountability, citizen's participation and effectiveness in development planning and budgeting at the Union Parishad level.

In the second half of the day-long event, three presentations were made on the role of Union Parishad in disaster management by Mr. Md. Shah Kamal, on budget coverage of Upazila and Union Parishad by Mr. Md. Habibur Rahman, Joint Secretary, Ministry of Finance and on sources of revenue of Union Parishad by Mr. Nurul Islam, Research Officer, NILG. A panel discussion and feedback session were held under the facilitation of Mr. Md. Shah Kamal in which locally elected representatives shared their experiences on the themes presented earlier.

BIGD and Bangladesh Economic Forum co-sponsored Conference on Institutions for Development –Urbanization & Land Issue

Bangladesh Economists' Forum (BEF) – a non-political group of independent economic professionals of Bangladesh origin residing at home and abroad – organized its 3rd annual conference on “Institutions for Development –Urbanization & Land Issues” on 31 December, 2016 in Dhaka. BIGD co-sponsored the conference which was acknowledged by the organizers. Advocate Anisul Huq MP, Hon'ble, Minister for Law, Justice and Parliamentary Affairs was the Chief Guest in the Inaugural Session. Country's leading economists, development thinkers, current and former civil servants, civil society members and media people participated in the day-long conference.

After the inaugural session there were two academic sessions on “Urbanization in Bangladesh” and “Land Management in Bangladesh”. BIGD's Senior Research Associate Mr. Mohammad Sirajul Islam presented a paper titled “Institutions of Urban Governance: Issues and Challenges” in the First Session (Urbanization in Bangladesh). Dr. Atiur Rahman, Former Governor, Bangladesh Bank was the keynote speaker (Financial Inclusion and Managing Urbanization) and Dr. Hossain Zillur Rahman, Executive Chairman, Power and Participation Research Centre and Dr. Sadik Ahmed, Vice Chairman, Policy Research Institute of Bangladesh presented papers on “Political Economy of

Urbanization in Bangladesh” and “Urbanization and Development: Addressing the Core Challenges” respectively. BIGD's Executive Director Dr. Sultan Hafeez Rahman discussed all papers presented in this session. Dr. Qazi Kholiquzzaman Ahmad, Chairman of Palli Karma-Sahayak Foundation (PKSF) was the moderator.

Five papers were presented under the theme of “Land Management in Bangladesh” in the second session. BIGD's Research Fellow and Head of Governance and Politics Cluster Dr. Wahid Abdallah presented a paper titled “Digitalization of Land Registration in Bangladesh”. The keynote speech on “Land Use Planning in Bangladesh: Balancing Equity and Efficiency” was delivered by Dr. Mohiuddin Alamgir, Former Director, UNIFAD, Rome. Among others, Professor Wahiduddin Mahmud, Dr. Mustafa K Mujeri, Dr. Khurshid Alam, and Dr. Ashikur Rahman presented papers on political aspects of land acquisition and land management, rural land market, land policy, and state of land disputes in Bangladesh. Dr. KAS Murshid, Director General, Bangladesh Institute of Development Studies was the discussant and Dr. Salehuddin Ahmed, Former Governor, Bangladesh Bank was the moderator in this session.

BIGD & FES Sign Agreement

The agreement signing ceremony between BIGD and Friedrich Ebert Stiftung (FES) was held on 8 December 2016 at BIGD. BIGD is partnering with FES

the Academy of Work (AoW) on modules - Field of Management & Organisation and Economics, and the course - Gender, Trade Unions and Decent Work. The



Franziska Korn, Resident Representative of FES, Dr. Sultan Hafeez Rahman, ED of BIGD and others participants are seen at the signing ceremony (From Left)

(a German foundation) to develop the curriculum for certificate/diploma programme will

be co-ordinated by BIGD, FES and Bangladesh Institute of Labour Studies (BILS).

Dr. Sultan Hafeez Rahman, Executive Director of BIGD, and Franziska Korn, Resident Representative of FES,

Bangladesh signed the contract on behalf of BIGD and FES and expressed their hope of continuing this partnership for the long term. BIGD Research team, Training and Programme sectors and the Communications team attended the ceremony.

BIGD and Cabinet Division held a Pre-LAB Exercise under CoP

On 14 December 2016, The Cabinet Division of the Government of Bangladesh, in cooperation with BIGD,

with Lab Exercises and the adoption of APA. The objectives of the LAB was to assist the selected



held a Pre-Lab Exercise at the Cabinet Division Conference Room, under the World Bank funded Community of Practice, Phase 2 (COP-II) programme. The exercise comprised of opening remarks made by Cabinet Secretary, followed by presentations made by each ministry with regards to GPMS and the adoption of APA – A Performance Management System (PMS) for public sector organizations. APA is essentially an agreement between the Cabinet Secretary and the Secretaries of the concerned ministries/divisions where the Secretaries commit to deliver the results described in the document. Deputy Secretary, Mr. Altaf Hussain, also presented on the Malaysian Experience

Ministry/Division in developing a Model APA with the formulation of proper strategic objectives and aligning them with SDGs, 7th Five Year Plan and other relevant policies of that Ministry/Division. The event also aimed to identify and prioritize the activities of the concerned ministry/division from stakeholders' feedback. Resulting discussion of the APA team was referred to for the feedback process. Extending BIGD's role as the Secretariat, two staff from BIGD involved in COP-II, Ms. Ramizah Ahmed, Programme Associate and Mr. Mahbub Hossain, Research Assistant were present at the event.

BIGD researcher presented paper at 7th Regional Public Health Conference

Mohammed Misbah Uddin, Research Associate of BIGD and Md. Tarek Hossain, Sr. Research Associate, JPGSPH, BRACU jointly presented a paper titled "WASH intervention: Exploring the gaps between knowledge and practices in coastal area of Bangladesh" at the 7th Regional Public Health Conference organized by Bangladesh University of Health Sciences (BUHS), in collaboration with Department of International Health of the University

of Oslo on 6-7 December, 2016. The objective of the Conference was to foster interaction among academicians, researchers, policy makers and activists of the region working in various disciplines of public health like the previous years. A number of international and regional experts attended the Conference to share their knowledge and experience as relevant to the public health challenges faced by the SEA countries.

Workshop on ‘Qualitative Analysis using Diverse Mixed Methods’

The Centre for Gender and Social Transformation (CGST) of BIGD, in collaboration with Economic and Social Research Council (ESRC) and Cathie Marsh Institute for Social Research (CMIST), has organized a one-day workshop on “Qualitative Analysis using Diverse Mixed Methods” for practitioners, lecturers, researchers with experience in empirical research on December 6, 2016. The workshop was facilitated by Dr Wendy Olsen, School of Social Sciences, from CMIST of University of Manchester. The objectives of the workshop was to make the participants feel confident about analysing a text of an interview, and considering

deeper issues of mixed methods in setting up your research design.

After completion of the workshop, Simeen Mahmud, Head of Gender cluster at BIGD awarded certificates of participation to the participants.

Around 20 participants from different renowned organizations like JPG School of Public Health, BRAC-RED, Drishti Research Center (an anthropologist center), Agroni Research Limited (UK) etc. took part in the workshop.

Seminar on Social Entrepreneurship held

BIGD organised a seminar on Social Entrepreneurship on December 21, 2016 at the BIGD conference room. Prof. PK Biswas, Director, IFMR, India, delivered a presentation titled Enabling Ecosystem for Social Entrepreneurship in the seminar. According to Dr Biswas, there has been considerable activity since independence in the field of economic development and yet there is still much poverty, malnutrition, unemployment & underdevelopment. He also added that, there is ever increasing debate on growth vs development and researchers failed to understand the demands of development that go well beyond economic growth. Indeed economic growth is not constitutively

same thing as development, in the sense of general improvement in living standards (health, education, entitlements etc.) and enhancement of people’s freedom. Moreover, this context of poverty and underdevelopment provides an ample opportunity to be a change maker, which has given rise to social entrepreneurship. This small note argues for creating an enabling ecosystem for understanding and development of Social Entrepreneurship as a discipline in management / university education in India. The presentation was followed by a question answer session. BIGD researchers were present in the seminar.

Seminar on Gender Norms

BIGD organised a seminar on Gender Norms on December 4, 2016 at the BIGD conference room. Professor Wendy Olsen, the University of Manchester presented her paper titled “Work of Women is Affected by Norms About Gender Roles in India and Bangladesh”. In her presentation Dr. Olsen mentioned about decline in Indian rural women’s formal labour supply and the attitudes and norms about gender in northern central states of India alongside Bangladesh. She mentioned that her study covered five states of India: Jharkhand, Uttar Pradesh, Bihar, Madhya Pradesh, and Chattisgarh. The first part of the paper explores attitudes using a sociological concept of a social norm, against which an individual’s attitude may vary toward a more, or less, egalitarian approach to women’s roles. The second discovers a positive association of the

more egalitarian attitudes of women to their own prevalence in paid work and self-employment. She added that, their baseline for work status was inactivity. In spite of doubts about the accuracy of measurement of remunerated work, this study was able (convincingly) to show two findings. First, that this entire region of India has social norms which are less favourable to women’s equality with men than any part of Bangladesh. Second, that attitude within the area varies sufficiently for women’s agency to be both possible, and even encouraged, vis-a-vis their array of different kinds of work both inside and outside the home and farm. The presentation was followed by a question answer session. BIGD researchers were present in the seminar

CIPS Delegation visited BIGD

Ms. Paula Steele, Global Public Sector Manager, Ms. Rhiann Sharman, Programme Coordinator and Mr. Haward Selden, MCIPS from Chartered Institute of Procurement and Supply (CIPS), UK visited BIGD on

December 5, 2016 to have an overall discussion on the project. They also met with Dr. Sultan Hafeez Rahman, Executive Director, Mr. Shahrukh Safi, Sr. Manager (Corporate Affairs) and the training team of BIGD.

Researcher's other activities

- Maheen Sultan, Visiting Fellow of BIGD attended the stakeholder meeting of Global Forum on Migration and Development held on December 09, 2016 at a hotel in the capital.
- Farhana Razzaque, Research Associate of BIGD attended the UNCRC General Comments on Public Budgeting for the Realization of Child Rights and Bangladesh's progress on December 26, 2016 organised by Save the Children Bangladesh.

- On December 10-11, Nazneen Ahmed, Program Officer and Mohammad Ashikur Rahman, Research Associate of BIGD attended the two-day long "International Seminar towards Effective, Accountable and Inclusive LGIs (Local Government Institutions): learning from South Asia and beyond". The seminar was organized by UNDP marking the successful completion of their two flagship projects e.g. Upazila Governance Project (UZGP) and Union Parishad Governance Project (UPGP).

Executive Director's Activities

BIGD Executive Director Dr. Sultan Hafeez Rahman had several meetings in December 2016 with a number of distinguished personalities such as prominent academics, policy makers and researchers regarding the research collaborations and other relevant issues of BIGD. Dr. Rahman had meeting with Sir Fazle Hasan Abed, Chairman of BRAC; Dr Anindya Chatterjee, Regional Director, Asia of International Development Research Centre (IDRC) regarding program review and future work plan; Mr. Md. Shahidul Haque, Secretary, Ministry of Foreign Affairs; Dr. Nasiruddin Ahmed, Commissioner of Anti-Corruption Commission; Mr. David Rinnert, Program Manager of DFID from the UK, regarding

BCURE's capacity building program; Mr. Jonathan Rose and Dr. Ahmad Ahsan of World Bank; and Dr. Abu Shonchoy, Research Fellow, Institute of Developing Economics, IDE-JETRO.

Dr. Rahman had also meeting with Dr. Zafrul Islam, Lead Procurement Specialist, Governance Global Practice, Public Integrity and Openness; Mr. Masud Mozammel, Sr. Communications Officer, Washington office; A.N.M. Mustafizur Rahman, Consultant and Mehrin A. Mahbub, Communications Officer of World Bank regarding PPRP II project. Besides, Dr. Rahman attended different board meetings, skype meetings and dinner meetings.



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