

Rapporteur's Report on:
Lessons Learned Workshop (LLW) of
92nd Senior Staff Course (SSC)

Date: August 18, 2020
Venue: Auditorium, BPATC.

Prepared & Submitted by:

Md. Abul Basher
Deputy Director
BPATC

Date of submission:
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Bangladesh Public Administration Training Centre
Savar, Dhaka.

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Venue: Auditorium, BPATC.

Chairperson: Mr. Md. Rakib Hossain ^{ndc}, Rector (Secretary), BPATC.

Report prepared by: Md. Abul Basher, Deputy Director, BPATC.

Introduction and welcome address:

A Lessons Learned Workshop (LLW) of 92nd SSC was held on August 18, 2020. The LLW was chaired and moderated by Mr. Mohammad Munir Hossain, Member Directing Staff (P &S) (Additional Secretary to the Govt.) on behalf of respect Rector, BPATC. Mr. Mohammad Munir Hossain, Member Directing Staff (P&S) and Dr. Shah Mohammad Sanaul Hoque Member Directing Staff (R&C) acted as Evaluator of this LLW. Five groups (Padma, Meghna, Jamuna, Surma, Buriganga) presented their paper in this LLW.

On behalf of the honorable Rector, BPATC Mr. Mohammad Munir Hossain, Member Directing Staff (P &S) welcomed all the participants, Faculty Member of BPATC and invitees to the LLW. Then he introduced the 2nd Evaluator Dr. Shah Mohammad Sanaul Hoque, MDS (R&C) before the audience. Mr. Munir Hossain mentioned that the whole program would be chaired by the honorable Rector, BPATC and he will join through online. He thanked all the participants of the LLW for attending on time. Mr. Hossain has shown deep condolence for the participant of Mr. Jafar Ahmed Khan, JS who died due to Covid-19. Then he discussed the importance, background and modalities of this LLW in brief before the audience. Here he mentioned that each group will get 20 minutes for presentation in which 10 minutes for presentation where after 8 minutes there will be 1st warning and after 10 minutes there will be a final bell and 10 minutes for questions and he also mentioned marks distribution process (group and individual performance) on presentation. Mr. Md. Sharif Hasan, Director and Coordinator of LLW acted as time keeper.

However, after welcome address and introductory address, Moderator, MDS (P&S) invited the Padma group to present their paper.

Presentation by Padma group:

Topic: Contemporary Public Administration and Lessons for Bangladesh Civil Service.

Team Members are:
Dr. Md. Moniruzzaman Director(Joint Secretary),
Mr. Md. Masudul Hasan Joint Secretary, Ministry of Public Administration
Ms. Mahbooba Panna Joint Secretary
Mr. Jafor Ahmed Khan Director(Joint Secretary), Bangladesh Bureau of Statistics(Deceased due to COVID-19)
Mr. Md. Abdur Rahim Joint Secretary
Mr. Md. Nuruzzaman Chief Executive Officer(Joint Secretary)

On behalf of the Padma group Dr. Md. Moniruzzaman presented the paper before the audience.

However, the outlines of the presentation of the Padma group are as follows:

- Program Coverage
- Public Administration and Contemporary Public Administration Issues
- Core Purposes of Public Interest
- Four Basic Principles
- Lessons learnt
- Implications for Bangladesh

Program Coverage

The 12 Days Exposure Visit Programs at UAB, the USA covers:

- Contemporary Public Administration: Challenges and Opportunities by Mr .Akhlaque Haque, PhD
- Role of Data and Evidence Based Decision Making in Public Administration by Mr. Akhlaque Haque, PhD
- Visit to the City of Mountain Brook by City Manager and Police and Fire Chiefs
- International Organization, Globalization and Social Justice: Challenges and Opportunities by Mr. Robert Blanton, PhD

- Project Management in the Public Sector by Mr. Mason Beale, PhD
- Visit to the City of Vestavila Hills by City Manager
- SDG Disability and Social Policy: Implications for Developing Countries by Ms. Tina Reuter, PhD
- Birmingham Museum of Art: Ms. Katherine A Paul, PhD
- Marine Ecosystem Conservation and the Value of Blue Economy by Mr. Dustin Kemp, PhD
- Use of Artificial Intelligence I Public Administration/ Public Service Delivery by Mr .Ragib Hasan, PhD
- Visit to Civil Rights Museum
- Visit to Atlanta: Coca Cola HQ, CNN, Olympic Park, Water World
- Visit to Mercedes Benz HQ
- Transportation Engineering : Present and Future by Ms. Virginia Sisiopiku, PhD
- Policy Decision Making Models by Mr. Peter Jones
- UN SDG : GIS for Sustainable Economic Development Cases by Mr. Akhlaque Haque, PhD
- Visit to City of Tuscaloosa: Disaster Management by Mayor Walt Maddox
- Visit to Regional Planning Commission at Alabama

What is Contemporary Public Administration?

- ❖ It is designed to enhance the efficiency, accountability and responsiveness of organisations, expanding the influence of their work and enabling effective implementation.
- ❖ It is essential for capacity building in order to serve the **public interest and deliver public goods** better.
- ❖ It is based on evidence based policy making.

Contemporary PA deals with the followings:

- ✓ Strategic Leadership
- ✓ Quality Management, Problem Identification & Need Assessment in the Public Sector
- ✓ Policy Implementation
- ✓ National vs. Local Government Dynamics
- ✓ Economic Development
- ✓ Anti-Corruption Strategies
- ✓ Strategic HR ManagementE-governance
- ✓ Evidence based Decision Making Process
- ✓ Effective Communication & Negotiation in Public Administration
- ✓ Conflict Resolution
- ✓ Public-Private Partnership (PPP)
- ✓ Ensuring Public interest
- ✓ Crisis management/ Resolving governance crisis

- ✓ Improving quality of life of every people
- ✓ Innovation
- ✓ Means to Improve Public Services, Scenario Planning in the Public Sector
- ✓ M & E (monitoring and evaluation)
- ✓ Marketing and Competitive Strategies in the Public Sector

Core Purposes of Public Administration

Serving the Public Interest

- Serving public interest is the core purpose for the Bangladesh Civil Service
- Public interest involves ensuring that all public goods are equitably distributed to, and enjoyed by, all citizens
- Ensuring non-excludability and non-rivalry in case of public goods
- Facing Free Rider Problem, Tragedy of Commons
- Efficient and effective public service delivery
- Use of IT and GIS in rendering transparent, accountable, responsible service delivery system and evidence based policy making
- It is also required to ensure avoiding conflict of interest (rational self interest vs. aggregate common good)
- It is a purpose rather than an end result or outcome

What is the Role of Public Administration?

- + Resolving governance crisis
- + Efficient public service delivery
- + Ensuring trust in government/elected officials
- + Improving the quality of life for all people

Result: Serving public interest

Core Purpose of Public Administration

Resolving Governance Crisis

- Efficient public service delivery
- Ensuring trust in government / elected public officials
- Protection of harms caused by private economic interest
- Proper initiatives for market failure case
- Preparedness to face and cope with unforeseen situations
- Improving quality of life for all
- Resolving conflicts among political leaders – National vs Local
- 4Cs- Confidence, Creditability, Coordination and Competitiveness

What is considered Public Goods?

Goods that are shared and cherished by citizens regardless of their status in the society:

- ❖ **Non-excludable** Public goods that cannot exclude a certain person or group of persons from using such goods. For example, a public road allows practically everyone to use it regardless of the type of motor vehicle they are using, or even if they are just walking.
- ❖ **Non-rivalary**: Public goods that are consumed by people but whose supply is not affected by people's consumption. Therefore, non-rivalary goods can be consumed over and over again without the fear of depletion of supply. (Television shows aired on public airwaves, public radio/satellite channels etc.)

What is Public Interest?

Public interest is a common concern among citizens in the management and affairs of local, state, and national government.

- It is public interest to ensure all public goods are distributed and enjoyed by all living, both current and future generations.
- Trade-off between rational self-interest vs. aggregate common good. (Example: Public servant pursues public interest than their own personal interest).
- It is a *purpose* rather than an *end result or outcome*.

Pursue the Public Interest

Step: 1

To ensure that due diligence and public interest are properly served, public servants need to focus on the following four basic principles in sequence:

- ❖ Democracy
- ❖ Mutuality
- ❖ Sustainability
- ❖ Legacy

All these are mutually inclusive – absence of one harms others.

Step: 2. Reflect on Four Principles

- **Trustee Principle**—protect future generations' interests.

- **Sustainability Principle**—secure future generations' opportunity for comparable quality of life.
- **Chain of Obligation Principle**—provide for needs of current and coming generations, and give near-term concrete risks priority over long-term hypothetical risks.
- **Precautionary Principle**—Absent compelling need, avoid imposing risk of irreversible harm or catastrophe

Source: Step 1 is adapted from Lewis (2006). The four principles in step 2 are from the National Academy of Public Administration (1997, p. 7).

Pursue the Public Interest

- In a constitutional democracy public interest must be socially constructed through consultative process
- Must be understood in light of empathy...
- EEE – Economy, Efficiency, Effectiveness
- CQT – Cost, Quality and Timeliness
- Maintain intergenerational Equity
- 4Ps – People, Profit, Participation, Planet

Four Basic Principles

- **Trustee Principle**—protect future generations' interests.
- **Sustainability Principle**—secure future generations' opportunity for comparable quality of life.
- **Chain of Obligation Principle**—provide for needs of current and coming generations, and give near-term concrete risks priority over long-term potential risks.
- **Precautionary Principle**—Avoid imposing risk of irreversible harm or catastrophe.

In designing public policy and maintaining public order the policy makers should keep in mind that the above four principles. The principles should be reflected in policy and action.

Lessons learnt

Based on the lectures provided at UAB and visit to different organizations we have learnt about the followings for Contemporary Public Administration:

- ✦ Commitment to serve the nation, to serve the people – public interest should be the prime concern

- ✚ Evidence based policy formulation. Use GIS for making evidence based decision and delivery of public goods
- ✚ Effective coordination between central and local administration
- ✚ Value for public money- remember it is tax payer's money
- ✚ Preserve all sorts of evidence and utilize them when required, AI should be used in policy and decision making process
- ✚ Public servants should create examples which would be the legacy for the future

Implications for Bangladesh

- ✓ Pro-people Public Administration- mind change
- ✓ Pursue and Serve the Public Interest
- ✓ People-centric Public Service
- ✓ Strengthening Local Government Institutions
- ✓ Evidence Based Policy Making – Preparation of Budget, Health policy, Education Policy, Agricultural Policy, Export & Import Policies, Social Safety Net Programs etc.
- ✓ Capacity Building of Civil Servants – Rigorous Training Sessions with policy making Exercises and Case Development etc.

Q&A:

After the presentation Moderator, MDS (P&S) invited question(s) from the floor.

In this connection one of the participants (Mr. Sayeed) from the floor raised a question about decentralization system of Bangladesh in the line with USA system because local government system in USA is more powerful to take any decision but in our country our local government is not decentralized and powerful. Here he wanted to know the suggestion to ensure more decentralization in the context of Bangladesh. Dr. Md. Moniruzzaman, group leader of the Padma answered the question. Here discussed the local government system of Bangladesh with some examples and he also mentioned lack of resources of local government institutions. Due to this local government is not much strengthen. As supplement Ms. Mahbuba Panna one of the members of Padma said that the local government system should be re arranged/reorganized as Bangladesh is a over populated country.

On the other hand Mr. Ruhul Amin raised another question in a same manner regarding weaknesses of our local government system. Hence, he wanted to know the barrier of our local government system. On behalf of the Padma, Mr. Masudul Hasan answer the question. He said

that we cannot rely of our local government because of our existing system and local government is always dependent on the central government.

Another question came from the floor for the Padma group. How do you handle grievance riddance system? Mr. Nuruzzaman answered the question. He said that in USA service delivery system in local government is robust. But in our country we have scarcity of resources in the local level and they do not have financial power as well. That is why our local government cannot ensure better service delivery,

Group 02: Presentation by Meghna group

Topic: *Decision Making Process in US Organizations: Lessons learned for Change Management*

Members are:

1. Mr. Md. Abbas Uddin, Joint Secretary, Ministry of Land.
2. Mr. S M Mahfuzul Haque, Joint Secretary, Ministry of Information.
3. Mr. Md. Abdus Sabur Mondal, Director, Directorate of Govt. Accommodation.
4. Mr. Md. Tofael Islam, Joint Secretary, Public Security Division.
5. Mr. Satya Ranjan Mondal, Manager (Joint Secretary), BEZA.
6. Mr. Enamul Habib, PD, LGSP-3 (Joint Secretary), LGD.

Group member Mr. Enamul Habib, JS presented the paper on behalf of the group Meghna. He covered the following points during his presentation:

Evidence Based Decision Making:

- Evidence means information. Based on numbers, qualitative or descriptive.
- Evidence based Decisions Making depends on critical thinking & best available evidence.
- An approach that 'put the best available evidence from research at the heart of policy development and implementation' (Davies, 2004).

Evidence Based Decision

To whom it is popular?

- ☐ Among policy communities, government dept., research organizations & think-tanks.

Why it is important?

- Advocates more rational, rigorous & systematic approach.

- Moves beyond traditional research to adopt broader understanding.
- The approach incorporates evidence-based practices.

Sources of Evidence

- Research findings
- Statistics (National & International)
- Evidence is organization itself.
- Expert Knowledge (e.g. provided by think tanks or professional experts).
- Stakeholders consultations. Internal/Outside stakeholders.
- *Economic & Demographic Modeling.*

Visiting Places during Study Tour

- Police and Fire Stations, City of Mountain Brooks
- City of Vestavia Hills, E government and Transportation
- Birmingham Museum of Arts
- City of Hoover, City Planning Operations
- Birmingham Islamic Society
- Civil Rights Museum
- AI/Robotics Transportation to Mercedes Benz HQ
- Disaster Management in City of Tuscaloosa
- Regional Planning Commission

Learning Experiences

- Often make decisions in personal experience. Use evidence in decisions but pay little attention to quality.
- Need to evaluate how much we can trust evidence at hand. Need to find, evaluate additional evidence relevant to decisions.
- Create a value-driven organization that provides quality public services for health, safety & welfare of the community.
- Values are non-negotiable. No compromise for the sake of personal preference. Community is the ideal upon which policies, goals & operations should be build.
- Promote better understanding of Islam among non-Muslims. Participate in local/national politics & community.
- Need to unite minority communities to build bridges with other communities.
- History should focus on what happened in past, portray it practically.
- Understand history in relation to present & future developments of human relations.
- Events occurred in past can be a way forward for conflict resolution with global application.

- Need to use AI at different levels- education, healthcare, transportation, crime prevention etc.
- Need to Plan for Division wise development.
- Need to use existing facilities more efficiently to combat traffic congestions in Dhaka.
- Bottom-up planning by Local Government. Efficient service delivery at all levels.

Lessons Learned

- ❖ Data should be more digitalized. Need each Ministry data guide for efficient Disaster Management.
- ❖ Identify the needs of people and prepare plan/programs accordingly.
- ❖ Need to involve Stakeholders/Communities in Participatory Development Process.
- ❖ Involve Ministers and senior policy makers more with research works. Evidence base research need to carry routinely.

Q&A

After the presentation Moderator invited question(s) from the audience. In this part a question came from floor about evidence based decision making system. One of the participants raised the following question:

Do you think that evidence based decision depends on creative thinking? Answer: Creativity is a must and creativity as well as evidence helps to take decision. On the other hand Mr. Sabur Mandal supplemented that critical thinking can make the right decision on creativity idea.

Q.2: What is the level of using the evidence based decision making in our country? At this moment are we practicing evidence based decision making or not? Mr. Satya Ranjan answered that we are taking decision in our offices, in our family and in our everyday life and we always consider evidence to take decision. In Bangladesh BBS is the main data producing agency and day by day we are taking decision by using statistical data and it is creasing day by day though earlier we took decision considering guess or something like that but now we use data to take decision. Mr. Abbas Uddin added that in Bangladesh we cannot take decision only based on data and information. We also consider experience, observation and forecast as well to take decision.

Q.3: Mr. Bashir Ahmed raised 3rd question on the presentation. He mentioned that in America most of the evidence comes from the research. They take policy and project etc considering the findings of the research. But in our country we do not conduct research and we do not take findings of the research to take any decision. Here in Bangladesh, individual thinking and critical thinking are used mostly to take decision. How can we get rid of this problem? One of the group member answered that research is one of the source of evidence. He said that in our civil service every department; office has some data, evidence and they take decision on the basis of evidence and data instead of research findings.

Group 03: Presentation by Jamuna:

Topic: Learning from Regional Planning Commission Greater Birmingham (RPCGB), Alabama

Members are:

Dr. Md. Khaled Hussain, JS, MoR
Mr. Md. Bashir Ahmed, JS, MoEW&OE
Mr. Md. Mahmud Hasan, JS, MoL
Mr. Md. Khurshid Iqbal Rezvi, JS, MoT&J
Mr. Md. Rashidul Hassan, JS, MoL
Mr. AKM Shamimul Huq Siddique, JS, MoEFWD
Mr. Md. Harun-or Rashid, JS, Petrobangla

On behalf of the group Dr. Md. Khaled Hussain, JS presented the paper during their presentation. In his presentation he covered the following points:

Introduction:

The mission of the Regional Planning Commission Greater Birmingham (RPCGB), Alabama is as follows:

- RPCGB works **through a consultation** process with local governments, citizens, non-profits and the private sector in Blount, Chilton, Jefferson, St. Clair, Shelby and Walker counties (**6 counties**); and
- RPCGB works to provide **opportunities and cost effective solutions** to assure physical and economic growth for everyone.

The Coverage/Special Feature RPCGB is that RPCGB supports 6 Counties and 84 Communities around Birmingham, Alabama through providing opportunities and cost effective solutions for future growth and development under the departments of Transportation; Community planning; Economic Development; Medicaid waiver; Data & Maps (GIS, Site analysis, Boundary and annexation (BAS), Demographic and socioeconomic profiles, Existing and future land use, Transportation/ Utility infrastructure); and Initiatives (*Like, Alabama Partners for Clean Air, COMMUTESMART*).

2. Success factors for change management and improving situation in RPCGB

The RPCGB made success in change management to improve the situation of Alabama through a regional city-wide Comprehensive Plan; providing planning services, economic development and initiatives to make lives better; through consultation with local governments, citizens and the private sector in 6 counties (Blount, Chilton, Jefferson, St. Clair, Shelby and Walker); and providing opportunities and cost effective solutions for future growth and development. The

RPCGB has also taken plan of action to implementing SDG Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable. The indicators are as follows:

- ✦ 11.1 - By 2030: ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.
- ✦ 11.2 - By 2030: provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, and children and persons with disabilities and older persons.
- ✦ 11.3 - By 2030: enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management.
- ✦ 11.4 - Strengthen efforts to protect and safeguard the cultural and natural heritage.

3. Special programs/initiatives by RPCGB

- RPCGB is giving emphasis on the following programs/initiatives for improving situation
- **Transportation and Transit Planning** - urbanized area plans, corridor plans, greenways plans along with traffic counts and safety studies to impact transportation;
- **Community Planning** - land use planning and analysis including zoning ordinance, subdivision regulations, mapping and general community plans;
- **Economic Development** - assists member governments for federal and state grants;
- **Tax raising** - provides information and assistance to new and expanding businesses to increase the tax base;
- **Medicaid Waiver** - for the elderly and disabled individuals who are at risk of nursing home placement to remain in their homes;
- **Data and Maps** - The GIS, data and maps, program of the Regional Planning Commission offers a wide range of mapping services to member governments.

4. Reasons for sustainability of the achievements in RPCGB

- The special features of RPCGB, which made success to achieve the sustainability follows:
- Each of the City is a little government;
- Democratically projects are selected through voting by the members
- 45 voting members are from 53 cities (Mayors);
- Fund is distributed as per population size.

- Projects priority is determined by voting of the members;
- Project proposals are received for 4 years' time;
- Air control clearance is mandatory;
- **2045 Regional Transport Plan (RTP) by RPCGP:** a long-range plan for the transportation system within the region;
- **FY 2016-2019 Transportation Improvement Program (TIP):** a subset of the RTP - a short-term work program that lists all significant and federally funded transportation projects, programs and services;
- **Metropolitan Planning office (MPO)** coordinates the TIP and decides what transportation projects are funded with the available local, state and federal funding
- **RPCGB offers an 80/20 match** – MPO pays 80% from federal government and Local Government pays 20% of project costs
- **Inclusive Process:** Emphasis on the commitment to protect low income and minority communities/citizens;
- **Public Participation Plan 2014:** All citizens have reasonable opportunities to be involved in transportation planning; and
- **Active involvement of the citizens and other database contacts:** Incorporation of local and regional concerns, needs, values and ideas into governmental decision-making;
- **Protocol of Collecting Data:** Population and employment data, forecasts and Geo-Spatial Data Profile; and
- **Respect to the Laws:** Relevant federal laws, regulations, and executive orders etc.

5. Outcomes of PRCGB to ensure betterment of the city dwellers

PRCGB has made the city livable through ensuring–

- Safe communities;
- Zero tolerance to crime;
- Quality of service;
- Educational attainment at all levels;
- Health and safety; and
- Low tax services.

Similarly, PRCGB has made success in transportation Systems through ensuring –

- ✓ Less Traffic congestion;
- ✓ Proper Pedestrian accessibility;
- ✓ Standard Pavement condition; and
- ✓ Ensured Road safety and public transit.

6. Considering Bangladesh Context

- ✚ The salient features of city development process in Bangladesh are as follows:

- ✦ Bangladesh has 532 Urban Centers (12 cities including 1 mega-city under City Corporations, 317 cities under Pourashavas and 203 Non-Pourashava Towns);
- ✦ Except Mega-City Dhaka: No Comprehensive Plans in any other cities;
- ✦ Only, Provision for Master Plan exists in the Pourashava Act, 2009
- ✦ Lack of Institutional Arrangements in Urban Planning and proper interventions for planned urban infrastructure at the local levels;
- ✦ New developments are often unplanned leading to environmental problems, poor urban design and costly infrastructure provision
- ✦ Lack of supervision and monitoring urban plans; and
- ✦ Lack of cooperation among City corporations and different Development authorities.

7. Lessons Learned for Bangladesh and Way Forward

- The lessons learned from the exposure visit in University of Alabama at Birmingham, USA through visiting Regional Planning Commission Greater Birmingham (RPCGB), Alabama and the way forward are as follows:
- To prepare 'Comprehensive Plan' for Urban/Local Governments in Bangladesh (City Corporations & Pourashavas) – an evidence based strategic plan for future concerning the city's growth, quality of life, better education system, economic prosperity and maintaining air quality is needed;
- Extensive stakeholder consultation and people participation in planning is needed;
- To address the fund crisis, determining the priority projects (may be done through a participatory process, like voting);
- Projects may be undertaken as per the voice of the local people and their needs not a central selection process (by ministries/planning commission)
- All kind of Projects may be implemented under one roof/regulatory body for betterment of the people;
- Regulatory Tools (zoning/sub-division), Monetary Tools (Tax Incentives and Finance/TIF and Partnership Tools (Public-Private) to be instrumented in Planning process;
- Developing Knowledge Networks and Partnerships for Sustainable Urban Development is needed for building better livable cities; and
- Sustainable policy level decisions are needed to contextualize the situation in Bangladesh under a comprehensive approach, which is a must.

Q&A:

After the presentation the Moderator invited question (s) from the floor. From the floor one of the participants asked the question in the line with regional planning commission. He said that in USA we see regional planning commission but in our country we do not have regional planning commission. Are there any challenges to establish regional planning commission in our country? On the behalf of the team Mr. Rezvi answered the question. In this regard he

said that in Bangladesh we have a Planning commission but we do not have Regional Planning commission like USA. He mentioned that it could be better for us if we have Regional Planning commission like USA. We can decentralize our planning commission and it may be divisional planning commission and it will be better for taking and implementing project.

Q.2: Next question came from Mr. Mijanur Rahman. Bangladesh is lack behind of coordination, so how do you think regional planning commission can solve this problem and is it practicable for Bangladesh? From the group one of the members answered of this question. Mr. AKM Shamimul Huq Siddique from the group answered of this questions. In this connection Mr. Siddique said that road construction is done by government authorities but they do it without consultation of the local people and local administration. But in USA we have seen bottom up approach. For this reason we can establish regional planning commission and it can be in the divisional level and it can work like Birmingham local planning commission and it may ensure better service. Mr. Md. Harun-or Rashid on behalf of the group supplemented that coordination is not our main problem. Our main problem is resource mobilization or revenue. In Birmingham, USA they mobilize revenue for their own projects. But in our country especially in the local level like; pouroushava, City Corporation does not have sufficient revenue to take project or implement the project locally.

Q.3: Next question came from Mr. Abdullah. He mentioned that in our country in the local level like; upazila must have 5 years plan but in existence it is absent here but in USA local planning commission take 4 year plan to implement projects locally. Why we are not thinkin local planning commission approach/system in our country? To answer the question one of the members of the group mentioned we take project considering priority based. Obviously we should consider regional based project in our country. Here he gave an example that one project may be important for hill tract but it may not be important for Panchagar. So, we have prioritize the problem and needs then we can go for projects.

Group 04: Presentation by Surma:

Topic: SDG: Challenges and Implication for Bangladesh.

Members are:

Mr. Md. Mijanur Rahman, Joint Secretary
Ms. Hasna Jahan Khanam, Joint Secretary
Mr. Md. Nasir Uddin Tarafder, Joint Secretary
Mr. Md. Mizanur Rahamn, Joint Secretary
Mr. A K M Tipu Sultan, Joint Secretary
Mr. K M Ruhul Amin, Joint Secretary
Captain M Shamsul Haque

Mr. Md. Mijanur Rahman, JS presented the paper on behalf of the group Surma. In his presentation he covered the following points:

Part – 1

SDG: CHALLENGES AND IMPLICATIONS FOR BANGLADESH

Introduction

The SDGs are a follow-up on the MDGs adopted in 2000 and completed in 2015. The goals of SDGs are to be achieved by 2030. Bangladesh has integrated global goals and targets into its various plans, like vision 2021, vision 2041, BDP 2100 and national five year plan with an effective drive in SDG implementation by involving all the stakeholders, called as the "whole of society approach".

For monitoring sustainable development targets, Bangladesh has created online tool namely "SDG Tracker" for its own initiative as the first country.

SDG: Bangladesh Perspective

To ensure SDGs in Bangladesh by leaving no one behind in most possible short time, a set of 39 indicators has been selected under the instructions of SDG Working Committee of The Prime Minister's Office.

SDG Secretariat under PMO is the focal point and all relevant ministries are connected with this process.

Key takeaways from USA's perspective on SDG:

- The SDGs also represent American values and offer a vision that elevates the development principles that have guided America's own growth and prosperity.
- The SDGs are a comprehensive and useful framework for U.S. action locally and globally.
- The SDGs should be a core part of strategies and plans for businesses, philanthropy, and other institutions in USA.
- All inclusive approach of USA leaves scope of collaboration for Bangladesh in development aspects.

SDG: Where does Bangladesh Stand

The following table shows that Bangladesh has made good progress in most of the indicators:

SDG Goals	Previous Status	Present Status
1-No poverty	Absolute poverty - 19.6 % (2010) National poverty - 31.5 % (2010)	Absolute poverty - 11.3% (2018) National poverty - 21.6 % (2018)
2-Zero Hunger	21% (2000)	15.2% (2016) (countryprofile.unstatshub.org)
3-Good Health and well-being	Maternal mortality ratio - 569 per 1,00,000 (1990)	176 per 1,00,000 (2016) (countryprofile.unstatshub.org)
4-Quality Education	-	-
5-Gender Equality	Female MPs - 12.42 % (2001)	Female MPs - 20.88 % (2019)
6-Clean water & sanitation	Safely managed drinking water service - 55.9% (2000)	Safely managed drinking water service - 55.4% (2017)
7-Afordable & clean energy	Access to electricity - 55.26 % (2010)	92.2 % (2019)
8-Decent jobs & economic growth	Economic growth – 7 % (2017-18)	Economic growth – 7.83 % (2018-19) & estimated growth in 2019-20 is 8 %

Challenges

However, Bangladesh faces numerous challenges in the way, some of which are given below:

- a. Reducing Inequality.
- b. Internal Resource Mobilization and stopping illicit finance flow loopholes.
- c. Political Stability.
- d. Effect of Corona Virus.
- e. Overcoming effect of US-China trade war & Indo-China conflict.
- f. Rohingya Issue.
- g. Graduation from LDC status.
- h. Maintenance of steady economic growth.
- j. Diversification of export commodities.

Implications

- Coordinated action need to be continued to achieve goals of Vision 2021, 2041 and Delta Plan 2100.
- Ministries should have required data available to analyse actual progress and set corrective measures accordingly.
- Use of EBDM and GIS to be ensured.
- Global and regional partnership to be enhanced including USA, China etc.
- Demographic dividend & integration of south-west part due to construction of Padma Bridge should be exploited.

Part - 2

LESSONS LEARNED FROM EXPOSURE VISIT

Organisations visited in Alabama, USA

- ✓ UAB, Alabam
- ✓ City of Mt Brook – Fire & Police, City Manager
- ✓ Vestavia Hills - City Manager
- ✓ Birmingham Museum of Art & HR Museum
- ✓ Mercedes Plant, Vance, AL
- ✓ City of Tuscaloosa, AL
- ✓ Regional Planning Commission, AL

Policy & leadership approach to change management

- The Goal: Always kept in mind that the goal of change is to improve the organization by altering how work is done.

- Creating the case for change: Building awareness among employees regarding the imminence of change and its necessity.
- Creating structural change: Insistently working on people understanding the essence of the specific change phenomena and providing its support through consistent tools and processes.
- Engaging other: Getting people involved and committed to run along the change process.
- Implementing and sustaining changes: Elaboration strategies and development of effective action plans and supervising the progress towards the desired change.
- Facilitating and developing capability: Sustain people to find their own motivation for achieving change.

The Success Factor

- ✓ Executive Support - executive sponsorship was active, visible, and engaged.
- ✓ Employee Support - obtained through:
 - Emphasizing the benefits of change for employees
 - Two-way communication
 - Inviting participation – and accepting feedback
- ✓ Precise, Measurable Goals - The goals were specific, quantitative, achievable and they also included deadlines.
- ✓ Adaptability - Plans were adaptable and flexible, as such the organisations were able to adapt to changes better.

Reason for Sustainability of the Achievements and Outcome

Followings are considered to be the reasons:

- Comprehensive Training - Employee training had a direct impact on employee productivity, frustration, and satisfaction.
- Continued to measure key metrics - Such as productivity, change engagement, and other relevant engagement metrics.
- Communication - Kept two way communications plan in action, reinforcing core messages and change story.
- Post-program reviews and evaluations - To assess the outcome.
- Evidenced Based Decision - Respond to any weaknesses based on evidence.

Key Learning Points for Bangladesh

Following lessons from this visit may be considered pertinent for Bangladesh:

- Decentralisation of authority and accountability at the same time.
- Encouraging Change Management & enhanced role of leadership.
- Use of GIS - GIS organizes information into all types of layers that can be visualized, analyzed, and combined to help us understand everything. Seeing things on a map helps us make better decisions.
- Land mapping & management of public land.
- Evidence Based Decision Making.
- Monitoring and Evaluation.

Conclusion

The visit was a great eye opener for the members. They could learn many aspects of public administration and public governance of a developed country such as the USA. The University Alabama Birmingham was also an ideal venue for such academic learning of the course members. Such kind of visit should be continued in future as well.

Q & A:

After the presentation Mr. Moderator invited question from the floor. From the floor one of the participants Mr. Saifuddin. Q. How Bangladesh can achieve the SDG instead of Pandemic situation? Mr. Md. Nasir Uddin Tarafder answered the question. He said mapping on SDG was done on the basis of 2018 data. Post Covid situation for the whole world and due to pandemic situation we have to revise our mapping because of slow progressing of some sectors and government will overcome the problem. Mr. K M Ruhul Amin on behalf of the group supplemented that it is global problem and Covid-19 still exists. The reality is that our government is very much conscious about this. We have potentiality and we will be able to overcome the problem.

Q. 2: How can we mitigate inequality in our context? Mr. Md. Mizanur Rahamn answered the question and he said that our main target in SDG to reduce inequality. We have given emphasis on planning process to ensure proper distribution of wealth. In this regard we gave importance to the disadvantages people and for this we have taken many specialized projects for them. Social safety net programs also have taken to reduce inequality.

Q.3: Do you think our national budget for the year 2020-2021 will reflect the Covid-19 situation in the line with the SDG? Captain M Shamsul Haque answered this question. Instead of limited resources government has taken different steps to ensure economic growth and to overcome the situation of Covid-19 in the line with SDG. In current budget health sector has got the most priority. Despite of Corona effects Bangladesh earns more revenue and foreign remittances as well and our garments sector is not affected that much. Group members also opined that Bangladesh will be able to achieve SDG within 2030.

Group 05: Presentation by Buriganga:

Topic: Artificial Intelligence (AI) - Its Implications on Public Administration.

Members are:

1. Mr S M Enamul Kabir
2. Mr Md. Abu Abdullah
3. Mr Sayeed Mahmood Belal Haider
4. Mr Md. Hafizur Rahman
5. Mr Mohammad Saifuddin
6. Mr Md. Azimuddin Biswas

Mr S M Enamul Kabir presented their paper before the audience on behalf of the group Buriganga where he covered the following issues.

In the presentation the presenter has shown the outline of the presentation are as follows.

- Concept of AI
- Types of AI
- Scope of use of AI in public administration
- Way forward for developing countries
- Learning points
- Conclusion

What is AI?

Encyclopedia Britannica defines-

“Artificial intelligence (AI), the ability of a digital computer or computer-controlled robot to perform tasks commonly associated with intelligent beings.”

Artificial intelligence (AI)- intelligence demonstrated by machines, in contrast to the natural intelligence displayed by humans.

Artificial intelligence is often used to describe machines (or computers) that mimic "cognitive" functions of human beings.

Domain of AI:

The seven dominant AI technologies:

- ▶ Rules based systems
- ▶ Speech recognition
- ▶ Machine translation
- ▶ Computer vision
- ▶ Robotics
- ▶ Natural language processing and
- ▶ Machine learning

Why do we need AI?

AI can serve with-

- ✓ High level of accuracy
- ✓ Unremitting
- ✓ Accomplish huge tasks
- ✓ Can avoid conflict of interest
- ✓ Can work in difficult situations where human beings are vulnerable
- ✓ Can predict more precisely than human being

- ✓ Reduce cost, time and visit
- ✓ Increase efficiencies
- ✓ Reduces human involvement
- ✓ Increase productivity
- ✓ Improve service deliveries
- ✓ Impersonal decision making in public service
- ✓ Virtual service delivery
- ✓ Enhance good governance

Limitations of AI:

- AI requires massive amounts of training data
- AI systems unable to work in unanticipated situations
- AI systems require massive amounts of computation
- AI systems may produce biased results
- AI systems may have manipulation threats to some extent
- Facial recognition systems may fail to recognize people

Take away from the Exposure Visit:

- o Use of AI in governance ensures better services
- o Research and application of AI in government offices
- o Encourage private sector and NGOs to use AI
- o Educational institutes should be facilitated to develop human resource for AI
- o Enhance the way of living with AI

Possible use of AI in Public Service delivery in Bangladesh:

Relieve: Technology takes over mundane tasks, freeing workers for more valuable work.

Replace: Technology is used to do an entire job once performed by a human.

Split up: This approach involves breaking a job into steps or pieces and automating as many as possible.

Augment: Technology makes workers more effective by complementing their skills.

How AI can help government offices:

- ❖ Automation
- ❖ Research and Analysis
- ❖ Prediction/forecasting
- ❖ Expert systems
- ❖ Policy making
- ❖ Interaction

Why use AI in Government?

- ✦ Cost savings
- ✦ Better governance
- ✦ Increase efficiency
- ✦ Improve functionality
- ✦ Enhance public welfare

Arena of AI application in public services:

- Resource allocation - such as where administrative support is required to complete tasks more quickly.
- Large datasets analysis - where these are too large for employees to work efficiently and multiple datasets could be combined to provide greater insights.
- Experts shortage - including where basic questions could be answered and niche issues can be learned.
- Predictable scenario - historical data makes the situation predictable.
- Procedural - repetitive tasks where inputs or outputs have a binary answer.
- Diverse data - where data takes a variety of forms (such as visual and linguistic) and needs to be summarized regularly.

Scope of using AI in Bangladesh:

- Education
- Health services
- Finance
- Policy making
- Transportation
- Public security
- Smart city

Way Forward for Bangladesh:

- ❖ Education and workforce development
- ❖ Automation of routine government office tasks
- ❖ Creation of expert systems to alleviate shortage of human experts
- ❖ Use of AI-assisted analytics in policy-making
- ❖ Using machine learning and predictions/data science for planning
- ❖ Creation of a World Class AI Institute

Lesson Learned:

- ☐ Need more attention to use of AI in governance
- ☐ Emphasis on research and application of AI for government offices
- ☐ Encourage private sector and NGOs to use AI
- ☐ Facilitate educational institutes to develop human resource for AI
- ☐ Enhance the way of living with AI

Q & A:

After the presentation Moderator opened the floor for questions. One of the participants initiated the question. He said in European country population growth is negative and Artificial Intelligence (AI) is may be applicable for them. On the other hand Bangladesh is over populated country and AI may crate problem or chaotic situation here. Do you agree or not? Mr Mohammad Saifuddin answered the question. And he mentioned that he does not fully agree with this. We use computer and other technology in Bangladesh. AI system can be used side by side in decision making as well and it will not create any problem. It means it can be a complimentary issue.

Q2: Next question raised by Mr. Shamimul Hug Siddique. What will be effect to our job market if the work done by the Robot in the industry? From the group Mr Mohammad Saifuddin answered this question and he said that there is a prediction if Robots perform the human tasks, workers or Human may lose huge jobs to some extent due to AI. Before computerization we thought that if we introduce computer we will loss many jobs. But reality is different. We did not loss job due to computer. Computer makes job easier. On the other hand, world economic forum report says that 133 million new jobs that will be created by using AI said by Mr. Saif. Another group member supplemented on that question that if AI come over the productivity, definitely production will be increased and quality of life will be enhanced. He also said that there are millions type of job in our economy so AI will not take over all jobs. They will supplement our productivity. So, don't afraid that AI will squeeze our jobs.

Q3: Third question raised my Mr. Sabur Mandal. How we can use AI in public service delivery system to reduce pain of the people in the case of service delivery? Mr. Abdullah answered the question with some examples. He said traffic jam, dweller, pedestrian management, cleanliness, and pollution of Dhaka city may be ensured by using AI very easily. So, we can provide many services very easily by using AI in Dhaka city and other sector as well. Another member supplemented that traditional job may be reduced by using AI. But AI will create new job because Robots or machines cannot do or perform everything without helping of human. From the group Mr. Tipu Sultan mentioned that E billing, E pension, EGP system minimise time and cost and this is also positive side of it.

Q4: Next question raised my Mr. Enamul Kabir. What is our preparation of producing expert manpower to introduce or run AI? As answer of this question, one of the Members of the group

mentioned that Bangladesh is on the way to do that. Ministry of ICT is working on it. It division already formulated AI strategy. It mentioned that within 2025 AI hub will be created here.

Comments by the Evaluator:

After completion of all presentations the Moderator handed over the microphone to the Evaluator Dr. Shah Mohammad Sanaul Hoque, Member Directing Staff (R&C) to make comments on the presentations.

In this connection, Dr. Sanaul Hoque thanked all the participants for their nice presentation. He said that he has enjoyed the presentations and he learnt so many things through presentations. Dr. Hoque complimented the participants that they captured many issues during their visit to Alabama. It was a unique opportunity for him (Dr. Hoque) to learn Birmingham, USA experience through this workshop. He uttered that all presentations were really very good in terms of structuring, organizing capturing learning points, observations, recommendations/suggestions etc. To criticise the report he said that it should be more professional. Some learning points were very generic but it could be more specific.

Awarding Certificate:

The LLW was concluded with distributing certificate among the participants of the 92nd SSC. Mr. Md. Rakib Hossain ^{ndc}, Rector (Secretary to the Government of Bangladesh) distributed certificates among the participants as the Chairperson. Finally, MDS (P&S) and Moderator of the LLW offered vote of thanks and concluded the LLW and certificate awarding ceremony program.