

ANNEXES

Working Group Reports

Group-I

Chairperson: Prof. P.K. Bhattacharya, Director, National Institute of Technical Teachers' Training and Research, India

Members: Dr. P. Durga Prasad, India; Dr. Azman Ahmad, Brunei Darussalam; Mr. Mohammad Asif Zaman Ansari, Pakistan; Ms. Mazanah Abd Ghani, Malaysia; Mr. Abul Khair Chowdhury, Bangladesh; and Mr. Ali Shareef Mohamed, Maldives

Rapporteur: Ms. Zeenat Ahmed

Topic: *Theme-I:* Governance through people's institutions (SHGs, cooperatives, women's associations, civil society participation, NGO – GO – Private sector participation etc.)

Theme-II: Decentralised Governance Policy (Rural networking, democratisation and decentralisation of authority in planning and monitoring)

Under these two themes, the group identified four Terms of Reference for discussion and deliberation. These are:

1. Modalities of operationalisation and spectrum of activities on a replicable mode
2. Parameters of empowerment towards good governance on pilot basis through partnerships and networks
3. Strengthening delivery system – sensitisation at the user's end
4. Community-friendly approaches and sector reforms towards transparency in operation

Modalities of operationalisation and spectrum of activities on a replicable mode

The group deliberated on the possible modalities of operation of local groups etc. through participation in the governance process alongside the government functionaries. The following possibilities were identified:

- 1) The local groups in various sectors and representing various interests and needs of the communities may be registered and involved in working with the local administration at the Union Council/Panchayati Raj Institutions and other local councils/ government functionaries etc.
- 2) The government should endeavour to provide a governance framework at the local level which allows operational autonomy to the registered NGOs etc. and equivalent organizations. The government should provide necessary support and monitoring mechanisms in order to ensure optimal social returns to the community.
- 3) Ideally, the cited local institutions should envisage user management systems. This will not only ensure community ownership but also help develop governance skills amongst the members of the community in general and the management committees in particular.
- 4) Under the spectrum of activities the focus should be on public utilities such as:
 - a) Affordable housing
 - b) Surface communication
 - c) Basic health and education amenities
 - d) Safety net programmes
 - e) Public distribution system (rationing of food items etc.)
 - f) Access to credit
 - g) Rural industries and agro-processing
 - h) Safe drinking water and sanitation
- 5) The principle of subsidiarity should be followed in the creation and management of delivery system.
- 6) While some delivery system like P.D.S can continue to be managed by the government, other key development services should be offered in a collaborative form with community-based organizations like community polytechnics as in India and Malaysia, Agro-clinics, agri-business centres, development divisions and apex federations of self-help groups, cooperatives and users groups.

Parameters of empowerment towards good governance on pilot basis through partnerships and networks

The group was of the opinion that local level governance can be ensured through the following measures:

- 1) Provision of rural microcredit
- 2) Capacity building of local leadership through continuing education and training programmes
- 3) Resource management (both financial and human resources)

- 4) Vertical and horizontal coordination, partnerships and networking between all the stakeholders and interest groups
- 5) Empowerment by ensuring:
 - a) Right to information
 - b) Right to work
 - c) Rights to ownership
 - d) Entitlements (land ownership and lien on land etc.)
 - e) Economic and political empowerment
- 6) Development of a cadre of young rural development professionals who can assist in the management of delivery systems.
- 7) Decentralized institutions such as the Krishi Vigyan Kendras (KVKs) or Neheru Yubak Kendras (NYKs), Agricultural Information Centres (as in Bangladesh), community polytechnics and rural outreach programmes of rural institutions should undertake vocational and governance-oriented training courses for developing rural management skills.
- 8) Self-help groups, cooperatives, local councils etc. can be considered by the government for outsourcing some of the existing delivery systems on an experimental basis. A strategy needs to be developed for upscaling such projects after assessing their performance.
- 9) Where self-help groups and cooperatives are not present, or are dormant, revival of such institutions may be undertaken so that they can take up commodity and service-specific delivery systems.

Strengthening delivery system – sensitisation at the users' end

On the third TOR, i.e., sensitisation through strengthening of delivery systems, the group was of the unanimous view that the following model can be adopted in any environment:

- 1) Sensitisations of local level hierarchy by training and awareness campaign etc.
- 2) Ensuring enhanced role of NGOs and community workers in sensitising the delivery system chain.
- 3) The delivery system should be enabled to leverage support of the local institutions for operational purposes and state institutions/initiatives for purposes of corpus funding and technical support services.
- 4) The delivery system should build on the following management systems:
 - a) *User management*: Users fee with focus on differential pricing of services for the very poor. (Subsidies and cross-subsidies should be thought of in this context.) Aspects of capital cost recovery may not receive due importance in the initial stages. However, developing a system of

recovering the operating costs of any micro-delivery system should be considered important.

- b) Community and service-specific partnerships with the government and private organizations including NGOs need to be thought of.
 - c) Micro-interventions should be the focal point with a view to expanding the scope for macro interventions in a phased manner.
- 5) There is need for developing indicators for monitoring the health and growth of delivery systems. Task forces can be formed representing the members of government, community-based organizations, NGOs, and other user groups.
 - 6) Towards sensitising the office bearers and members of the delivery systems, relevant I.E.C. materials and training manuals must be developed for various levels of government and NGO functionaries as well as user groups.

Community-friendly approaches and sector reforms towards transparency in operation

A participatory governance paradigm pre-supposes a community-friendly approach. The group felt that there is an urgent need for ensuring total transparency in the governance system for ensuring community participation. The sector reforms for a transparent governance system must ensure the following:

- 1) Right to information
- 2) Social audit
- 3) Non-interference of political leadership or bureaucracy at the community-level operations
- 4) A greater role for NGOs, community groups and other civil society entities as well as the local level power centres.

Other important points

- 1) CIRDAP should bring annually an annotated directory of Good Governance initiatives, institutions and projects in the CIRDAP Member Countries (CMCs).
- 2) Exposure visits to good governance projects within and outside the districts/provinces in the countries and between the CMCs will enable the users groups as well as the programme managers and trainers to gather greater insights into successful governance endeavours. The commonwealth Secretariat should create a fund for these initiatives.
- 3) Based on (b) above, local, national, and regional case studies on good governance can be taken up by CIRDAP through joint studies with CMCs.

Group-II

Chairperson: Mr. Vivek Misra, Programme Manager, Centre for Good Governance, India

Members: Mr. S.M. Mahbubor Rahman, Bangladesh; Ms. Normaija binti Yahya, Malaysia; Mr. Muhammad Ashraf, Pakistan; Mr. Khairul Kabir, Bangladesh; Mr. Prakash Chandra Das, Bangladesh; Mr. Abdulla Saeed, Maldives; and Dr. V. Madhava Rao, India

Rapporteur: Mr. Shafiqur Rahman

Topic: *Theme-III: Participation of the Poor (Voice in Policy, project Cycle management and voluntary associations and local bodies) in promoting a competitive land space and inconclusiveness.*

Recommendations

(1) There is clearly a need for strengthening democratic institutions and processes which is the primary participatory mechanism through which citizens engage with their representatives, give expression to their needs and aspirations and get a voice in the decision-making process is democratic itself.

Although there exists a wide diversity in democratic evolution within the Asia-Pacific region, clear violations that undermine the citizen's right to participate in governance through a fair electoral process take place in most countries - and the poor and voiceless are often, if not always, at the receiving end.

Of particular importance are the following issues:

- Strengthening the role of 'independent' oversight agencies which play the role of watchdogs
- Enabling a fair process of democratic expression by citizens
- Electoral reforms that establish the right conduct of political parties and aspiring candidates
- Increased representation of women as an equal and legitimate constituency in the democratic process
- Strengthening the role of the media as an independent agency of the poor and the voiceless

(2) Decentralisation as a participatory mechanism has assumed greater importance over the last decade in most countries the world over. However, the rhetoric of decentralization has often overtaken the actual process itself. In this scenario, there must be concerted effort made to:

- Legitimise the role of urban and rural local bodies within the ambit of governance
- Transfer functional responsibilities, adequate finances and skilled functionaries to carry out the functions

(3) At the same time, there is need to ensure that autonomy granted to local bodies is complemented by accountability checks and balances. Local bodies must be made accountability along the following parameters:

- How they comply with legal and administrative provisions
- How they take into account local needs into the planning process
- How they manage public funds
- How they deliver (or coordinate the delivery of) basic services
- How they ensure the participation of the poor in local governance

(4) The emergence of the governance approach promotes adequate space for civil society within the governance spectrum. There are many initiatives the world over and in the Asia Pacific region that clearly exhibit enhanced participation of the poor through public-private partnerships (PPPs). There is huge scope for such initiatives to be replicated, particularly in those regions/areas where community organisations remain weak and debilitated.

(5) Notwithstanding the emergence of civil society in many countries as a legitimate part of the governance process, it has been increasingly noticed that the new institutional structures (PPPs, NGOs, CBOs etc.) have often emerged as parallel mechanisms to local bodies – and often they have undermined the role of local bodies. In addition, there are often parallel competing institution structures often delivering similar services in the same local area. This often results in duplication of efforts, inefficiency in service delivery and wastage of resources. There is need to bring about greater coordination and convergence among institutional structures – possibly with local bodies functioning as the fulcrum at the local level.

(6) While new forms of participatory mechanisms have provided new avenues to the poor to participate in the governance process, there is increasing realization that participation of the poor must not be limited to mere engagement – it must extend to active involvement, ownership and influence in decision-making.

(7) Service delivery reforms are fundamental for ensuring a practical regime of participation of the poor in rural governance. The delivery of basic services to the poor is often hampered by red tape and nepotism. Complicated processes and rules not only make for inefficient service delivery but also encourage corruption and exploitation.

There is urgent need to simplify processes and systems to make service delivery simpler, more effective and more efficient. This would not only facilitate greater access to basic services by the poor but also help contain corruption by limiting the interface of the poor with public servants.

(8) A potent form of simplifying processes can be enabled through the use of ICT tools. There are many successful initiatives, particularly in India, that clearly highlight technology as an enabling tool for single-window service delivery (e-seva) and limit the scope for corruption (e-procurement) etc.

ICT tools can be in different forms to foster greater participation such as:

- Information provider
- Problem solver/service delivery
- Knowledge sharing platform

(9) Fundamental reforms are required across many countries in the Asia Pacific region to enable a regime of transparency. Freedom of Information is critical to the realization of this goal. The Right to Information Act enacted in India in 2005 can serve as a reference to those countries where freedom of information is not enshrined in the Constitution or is not legally mandated. Some key issues that need to be addressed in this regard pertain to the following:

- Limited exemptions must be the rule
- Independent appellate authorities (Information Commissions/Ombudsmen) to oversee implementation
- Suo motu/Proactive disclosure by public authorities
- Training and capacity building of key stakeholders (both supply and demand side)
- Effective monitoring and evaluation mechanisms

(10) Civic engagement and public participation in exacting accountability from public agencies lies at the core of the governance. The emerging forms of 'social accountability' have gained increased importance across the world. Use of social accountability tools such as Social Audits, Citizen Report Cards, Community Score Cards, Citizen Charters etc. need to be institutionalised within the system of governance as legitimate forms of accountability.

(11) Last but not the least, participation of the poor cannot be separated from a responsive delivery system that is empathetic to the needs of the people. It is imperative, in this context, to recommend a 'changing attitudes & mindsets' among public servants aimed at enabling them to consciously engage with the community, particularly the poor, and involve them in the governance process.

Group–III & IV

Chairperson: Ms. Ratna Prabha, IAS, Secretary, ICT, Government of AP, India

Members: Ms. K. Ratna Prabha, India; Dr. Yoshihiro Kaida, Japan; Prof. Kota Purushotham, India; Dr. P. Chandrasekhara, India; Sk. Md. Mohsin, Bangladesh; Mr. Mohamed Shafeeu, Maldives; and Mr. S.K.P.B. Vasantha, Sri Lanka

Rapporteur: Mr. David Hilton

Topics: *Theme-IV:* Rural Institutional Restructuring (Pro-poor service delivery in education, health, housing, etc. through restructured organisation, with people's participation)

Theme-V: ICTs to Improve Governance (e-society, e-governance, infrastructure, capacity building)

Group –III

The working group discussed the above themes in detail made following recommendations:

1. The service delivery mechanism education health housing may be based on needs of the community. The prioritised needs may be identified based on people centred participatory approaches.
2. The government should play the role of facilitator in empowerment the community in owning the schemes implemented by the Government.
3. Gender sensitive formal and informal education programme may be promoted.
4. Entrepreneurship may be made integral point of formal and informal education at all levels.
5. The bottlenecks in the service delivery mechanism of existing rural institutions may be identified and solution may be derived from the successful experiences in different countries having similar situations.
6. In management of rural institutions may consider bottom up planning and top-down funding.
7. The government should play the role of facilitator in empowering local communities in efficient management of natural and social resources. Identification of key social change agents within the community, capacity building of such agents and effective utilisation of social agents in brining the change with in the community may be made integral part of rural development process.

8. Demand driven service delivery mechanism brings contribution from community in developmental process besides accountability.
9. Government may promote safety net programme for underprivileged groups i.e. social, religion, tribal and ethnicity.

Group – IV

E-governance is a tool for bringing a good governance. IT can help reaching the unreached in time and cost effective manner.

1. Andhra Pradesh, India model of e-governance may be pilot tested in Commonwealth countries.
2. E-Governance tools such as IT in agriculture can be used for providing advisory on scientific production practices, whether reports, market prices and forecasting disasters. Tele-medicine, call centres (Parishkaran), computers in school may be tried in rural areas and Jawahar knowledge centres- JKC (in semi-urban), e-Seva for the public utility services and e-procurement to bring the transparency in public delivery system in the urbane area.
3. English may be made as integral part of education curriculum which is a pre-requisite for promotion of e-governance.
4. Favourable policies, establishment of infrastructure, capacity building of manpower and development of need-based tools are pre-requisite for pro-poor e-governance.
5. The success of agri-clinics and agri-business centres may be pilot tested in Commonwealth countries.
6. A consortium of institutions such as NIRD, MANAGE of India, BARD, Bangladesh, NCRD of Pakistan, HARTI in Sri Lanka similar organisations in other commonwealth countries may be constituted under the leadership of CIRDAP and Commonwealth Secretariat to implement the workshop recommendations.
7. The workshop outcomes may be communicated to responsible authorities in the respective countries by the workshop participants.

Annex-2**List of Experts and Participants**

1. Ms. K. Ratna Prabha, IAS
Secretary
Information Technology and Communications Department
Government of Andhra Pradesh
#431, D Block, 3rd Floor
A.P. Secretariat, Hyderabad, India
Phone : 00-91-40 2345 6401 (Office), 23358565 (Res.)
Fax : 00-91-40-23450103
E-mail : ratnaprabha@ap.gov.in
2. Dr. P. Durga Prasad
Professor and Head
Centre for Human Resource Development (CHRD)
National Institute of Rural Development (NIRD)
Rajendranagar, Hyderabad 500 030
India
Phone : 00-91-40-24008442, 23394388 (Res.)
Fax : 00-91-40-2008442
E-mail : pdp@nird.gov.in poguladurgaprasad@hotmail.com
3. Mr. Vivek Misra
Programme Manager
Centre for Good Governance
Dr. MCR HRD IAP Campus
Road No. 25, Jubilee Hills
Hyderabad 500 033
AP, India
Phone : 00-91-40-2354 1907
Fax : 00-91-40-2354 1953
E-mail : vivekmisra@cgg.gov.in info@cgg.gov.in
4. Prof. Kota Purushotham
Director
Management and Resource Management Foundation (MRDF)
159 EWSH, New Santhosh Nagar
Via Saidabad
Hyderabad 500 659, India
Phone : 00-91-40-55186819 9391334426 or 9247292047 (Mobile)
Fax : 00-91-40-24539043
E-mail : uttam_mrdf@yahoo.com

5. Dr. Azman Ahmad
Senior Lecturer/Dean
Faculty of Business, Economics and Policy Studies
Universiti Brunei Darussalam
Tungku Link Road
Gadong BE1410
Brunei Darussalam
Phone : 673-2-463001
Fax : 673-2-463017
E-mail : azman@fbeps.ubd.edu.bn facbeps@fbeps.ubd.edu.bn

6. Prof. P.K. Bhattacharya
Director
National Institute of Technical Teachers' Training and Research
Block – FC, Sector –III
Salt Lake City
Kolkata 700 100, India
Phone : 00-91-33-23370937, Mobile: 09830052146
00-91-33-25311400 (Res.)
Fax : 00-91-33-2337 6331, 2337 6290

E-mail : director@nitttrkol.ac.in pradipkumarb.2002@yahoo.com
Pradipkumarb.2003@yahoo.com

7. Dr. V. Madhava Rao
Head
Geomatic Cell
National Institute of Rural Development (NIRD)
Rajendranagar, Hyderabad 500 030
India
Phone : 00-91-40-24008447 (Office), 23815900 (Res.)
Fax : 00-91-40-24008447
E-mail : madhavaov@gmail.com mrv@nird.gov.in

8. Dr. P. Chandra Shekara
Coordinator
Agri-clinics and Agri-Business Centres Cell
National Institute of Agricultural Extension Management (MANAGE)
Rajendranagar
Hyderabad 500 030, INDIA
Phone : 00-91-40-24015399, 24011217 (Res.)
Fax : 00-91-40-24001267
E-mail : chandrashekarap@hotmail.com

9. Mr. M. Asif Zaman Ansari
Chairman
Trading Corporation of Pakistan (TCP)
Finance and Trade Centre
Block B, 4th Floor
Shahra-E-Faisal
Karachi 75200, Pakistan
Phone : + 92-21-9202726, 9203283 (Office), 9290092 (Res.)
+92-333-5515368, 345-5116989 (Mobile)
Fax : +92-21-9202731
E-mail : asifansari3@hotmail.com asif_ansari@yahoo.com
10. Ms. Nurjahan Begum
General Manager
Training and International Programme Division
Grameen Bank
Mirpur-2, Dhaka-1216
Phone : 00-880-2-8011425
Fax : 8013559
E-mail : g_iprog@grameen.com
11. Mr. Muhammad Nazrul Islam
Director General
Bangladesh Academy for Rural Development (BARD)
Kotbari, Comilla, Bangladesh
Phone : 880-81-76715
Fax : 880-81-68406
E-mail : nazrul2002@hotmail.com bardbd@bttb.net.bd
bardbd@hotmail.com
12. Mr. Muhammad Ashraf
Director General
Akhter Hameed Khan National Centre for Rural Development and
Municipal Administration (AHK NCRD & MA)
Park Road, Chak Shahzad
Islamabad, Pakistan
Phone : +92-51-9255154 (Office), 9255149 (Res.)
Fax : +92-51-9255157
E-mail : ncrd@isd.wol.net.pk
13. Sk. Md. Mohsin
Project Director
Local Government Engineering Department (LGED)
LGED Bhaban, Level II
Agargaon, Sher-e-Bangla Nagar
Dhaka 1207, Bangladesh
Phone : 00-880-2-8151387 (Office), 9144638 (Res.)
Fax : 00-880-2-8155581, 8116390
E-mail : scbrmp@lged.org

14. Dr. Durga P. Paudyal
Director General
CIRDAP
17 Topkhana Road, Dhaka 1000
Phone : 00-880-2-9563384 (Office), 8823034 (Res.)
Fax : 00-880-2-9562035
E-mail : dgcirdap@cirdap.org

15. Dr. B. Sudhakar Rao
Director (Training)
CIRDAP
17 Topkhana Road, Dhaka 1000
Phone : 00-880-2-9552430 (Office), 8824566 (Res.)
Fax : 00-880-2-9562035
E-mail : srao@cirdap.org training@cirdap.org

16. Ms. Mazanah Abd Ghani
R&D Manager
Amanah Ikhtiar Malaysia
LOT JKR 3179 & 3185
Jalan Ledang Off Jln Duta
50480 Kuala Lumpur, Malaysia
Phone : 00-60-3-20940797 (Office), 019-2821502 (Res.)
Fax : 00-60-3-20940772
E-mail : mag8257@hsotmail.com

17. Ms. Normaiza binti Yahya
Planning Executive
Amanah Ikhtiar Malaysia
Pejabat Wilayah Selatan
No. 5 Jalan 10/42A, Taman Sejahtera
51200 Segambut
Kuala Lumpur, Malaysia
Phone : 00-60-3-62529714 (Office), 019-322 9868 (Res.)
Fax : 00-60-3-62529258
E-mail : cnmy72@yahoo.com

18. Mr. M. Khairul Kabir
Director (Project)
Bangladesh Academy for Rural Development (BARD)
Kotbari, Comilla
Bangladesh
Phone : 00-880-81-76424-8 Extn. 304 (Office) Extn. 404 (Res.)
01711862967 (Mobile)
Fax : 00-880-81-68406
E-mail : kabir_bard@fastmail.fm

19. Mr. Abul Khair Chowdhury
Deputy Chief
Agriculture, Water Resources and Rural Development Division
Planning Commission
Ministry of Planning
Government of Bangladesh
Block No. 18, Room No. 12
Sher-E-Bangla Nagar, Dhaka
Bangladesh
Phone : 00-880-2-8119593 (Office), 8054165 (Res.)
20. Mr. Prokash Chandra Das
Deputy Secretary, Government of Bangladesh
Director (Research and Planning)
National Institute of Local Government (NILG)
29 Agargaon, Sher-E-Bangla Nagar
Dhaka-1207, Bangladesh
Phone : 00-880-2-9138258 (Office), 7412754, 7421020 (Res.)
Fax : 00-880-2-9122809
21. Mr. K.P. Bernard Vasantha Silva
Director
Rural Development Training and Research Institute (RDTRI)
24/4 Castle Street
Colombo – 8, Sri Lanka
Phone : 00-94-11-2678203 (Office), 34-2229371 (Res.)
Fax : 00-94-11-2696592
E-mail : rdtri@sltnet.lk
22. Mr. Mohamed Shafeeu
Atoll Chief
South Nilandhe Atoll Office
Ministry of Atoll Development
Maldives
Phone : 00-960-6760009 (Office), 7775183 (Res.)
Fax : 00-960-6760604
E-mail : shafeeujmj@hotmail.com
23. Mr. Abdulla Saeed
Atoll Chief, GA
GA Atoll Office
GA Villin"gili
Ministry of Atoll Development
Maldives
Phone : 00-960-6820028, 6826025 (Office), 7776025, 9995335 (Res.)
Fax : 00-960-6820002
E-mail : galif@atolls.gov.mv abdullahsayed@hotmail.com

24. Mr. Ali Shareef Mohamed
Atoll Chief, G.D.H
Ministry of Atolls Development
GDH Atoll Office
GDH Thinadhoo
Maldives
Phone : 00-960-6841727 (Office), 960-6846846 (Res.)
Fax : 00-960-6841001
E-mail : alishareef@hotmail.com

Economic Relations Division (ERD), Bangladesh

25. Mr. S.M. Mahbubor Rahman
Deputy Secretary
Economic Relations Division (ERD)
Ministry of Finance
Government of Bangladesh
Sher-e-Bangla Nagar
Dhaka 1207, Bangladesh
Phone : 00-880-2-9119421 (Office), 9121442 (Res.)
Fax : 00-880-2-8113088
E-mail : mahbubor_bd@yahoo.com
26. Mr. Md. Mizanur Rahman
Sr. Assistant Chief
Economic Relations Division (ERD)
Ministry of Finance
Government of Bangladesh
Block # 16, Room # 1
Sher-e-Bangla Nagar
Dhaka 1207, Bangladesh
Phone : 00-880-2-9145450 (Office), 8363940 (Res.)
Fax : 00-880-2-8113088
E-mail : mrahman11bd@yahoo.com

Observers

27. Dr. Yoshihiro Kaida
IRD Expert, CIRDAP
JICA Expert, BRDB
Bangladesh Rural Development Board (BRDB)
Palli Bhaban 5F
Kawran Bazar
Dhaka, Bangladesh
Phone : 00-880-2-8124113 (Direct), 8131037, 9140399-403 (Office)
00-880-2-9886945
Fax : 00-880-2-8124113
E-mail : kaiday@kyoto.zaf.ne.jp

28. Mr. Mahbubul Islam Khan
 Governance Coordinator
 CARE Bangladesh (Headquarters)
 Pragati RPR Centre (10th floors)
 20-21 Kawran Bazar
 Dhaka-1215, Bangladesh
 Phone : 9112315, 8114207, 8114195-8
 Fax : 8114183
 E-mail : mik@carebangladesh.org
29. Ms. Nicola Banks
 Research Associate
 BRAC Governance Team
 BRAC
 House 37, Block-A, Road 1
 Dhaka 1212, Bangladesh
 Phone : 00-88-01717096763 (Office), 01715787211 (Res.)
 Fax : 00-880-2-8823542
 E-mail : nikibanks@hotmail.com
30. Mr. Sanjan Haque
 Research Associate
 BRAC Governance Team
 RED, BRAC
 75 Mohakhali
 Dhaka 1212
 Phone : 00-88-01717096763 (Office), 02-9346131 (Res.)
 Fax : 00-880-2-8823542
 E-mail : sanjanh@bracresearch.net

Rapportuers

31. Mr. Shafiqur Rahman
 Programme Associate (Research)
 CIRDAP, Dhaka
 Phone : 00-880-2-7169824 – 5 Extn. 215
 E-mail : srahman@cirdap.org
32. Mr. David Hilton
 Pilot Projects Associate
 CIRDAP, Dhaka
 Phone : 00-880-2-7169824 – 5 Extn. 221
 E-mail : dhilton@cirdap.org
33. Ms. Zeenat Ahmed
 Asst. Information and Communication Officer
 CIRDAP, Dhaka
 Phone : 00-880-2-7169824 – 5 Extn. 219
 E-mail : zahmed@cirdap.org

34. Mr. S.M. Saifuddin
Publication Assistant
CIRDAP
Dhaka
Phone : 00-880-2-7169824-5 Extn. 214

Workshop Director

Dr. B. Sudhakar Rao
Director (Training)
CIRDAP
17 Topkhana Road, Dhaka 1000
Phone : 00-880-2-9552430 (Office), 8824566 (Res.)
Fax : 00-880-2-9562035
E-mail : srao@cirdap.org training@cirdap.org

Training Division, CIRDAP

Mr. Mazhar Ali Shaikh
Programme Officer (Trg.)
CIRDAP
Dhaka
Phone : 00-880-2-7169824-5 Extn. 209
E-mail : mshaikh@cirdap.org training@cirdap.org

Mr. Samir Kumar Roy
Sr. Secretary (Trg.)
CIRDAP
Dhaka
Phone : 00-880-2-7169824-5 Extn. 211
E-mail : training@cirdap.org

Annex-3**Programme Schedule****27 May 2006**

- 1000 – 1100 Hrs. Inaugural Programme
- Arrival of the Chief Guest
 - Welcome Address by Dr. Durga Prasad Paudyal, DG, CIRDAP
 - Address by the Chief Guest, Mr. Rafiqul Islam, Secretary, Rural Development and Cooperatives Division, Ministry of LGRD and Cooperatives, Government of Bangladesh
 - Vote of Thanks by Dr. B. Sudhakar Rao, Director (Training), CIRDAP
 - Group Photograph

1100 – 1130 Hrs. Tea/Refreshments

Theme-I: Governance through people's institutions (SHGs, cooperatives, women's associations, civil society participation, NGO – GO – Private sector participation etc.)

Chairperson: Dr. Durga P. Paudyal, DG, CIRDAP

1130 – 1230 Hrs. Introductory remarks by the Chairperson

Presentation of Papers

- Mr. Asif Zaman Ansari, Chairman, Trading Corporation of Pakistan, Karachi
- Ms. Nurjahan Begum, General Manager, Training and International Programme Division, Grameen Bank
- Mr. Vivek Misra, CGG, Hyderabad, India
- Representatives from Malaysia

1230 – 1315 Hrs. Discussions and wrap-up by the Chairperson

Rapporteur: Mr. Shafiqur Rahman, Programme Associate (Research)

1315 – 1415 Hrs. Lunch break

Theme-II: Decentralised Governance Policy (Rural networking, democratisation and decentralisation of authority in planning and monitoring)

**Chairperson: Secretary, RDCD, Ministry of LGRD and Cooperatives,
Government of the Peoples Republic of Bangladesh**

1415 – 1425 Hrs. Introductory remarks by the Chairperson

Presentation of Papers

- 1430 – 1615 Hrs. - Dr. P. Durgaprasad, Professor and Head, CHRD, NIRD, India
 - Mr. M. Khairul Kabir, Director (Project), BARD, Bangladesh
 - Dr. Durga P. Paudyal, DG, CIRDAP, Dhaka
 - Mr. S.K.P.B. Vasantha, Director, RDTRI, Colombo, Sri Lanka
 - Representatives from Maldives

1615 – 1630 Hrs. Tea/Coffee break

1630 – 1730 Hrs. Discussions and wrap-up by the Chairperson

Rapporteur: Mr. S.M. Saifuddin, Publication Assistant

28 May 2006

Theme-III: Participation of the Poor (Voice in policy, project cycle management and voluntary, associations and local bodies) in promoting a competitive land space and inclusiveness

Chairperson: Mr. Mohammad Ashraf, DG, NCRD, Pakistan

0900 – 0915 hrs. Introductory remarks by the Chairperson

Presentation of Papers

- 0915 – 1000 Hrs. - Mr. Prakash Chandra Chowdhury, Director (Research), NILG, Dhaka
 - Prof. P.K. Bhattacharya, Director, NITTTR, Kolkata, India
 - Prof. Kota Purushotham, ED, MRDF, India
 - Mr. Md. Nazrul Islam, DG, BARD, Bangladesh

1000 – 1030 hrs. : Discussions and wrap-up by the Chairperson

Rapporteur: Mr. David Hilton, Pilot Projects Associate

1030 – 1045 hrs. Tea/Refreshments

Theme–IV: Rural Institutional Restructuring (Pro-poor service delivery in education, health, housing, etc. through restructured organisation, with people’s participation)

Chairperson: Mr. Md. Nazrul Islam, DG, BARD, Comilla, Bangladesh

1045-1050 Hrs. : Introductory remarks by the Chairperson

Presentation of Papers

- 1050 – 1150 Hrs.
- Mr. Abdul Khair Chowdhury, Deputy Chief, Planning Commission, Dhaka, Bangladesh
 - Dr. B. Sudhakar Rao, Director (Training),
- CIRDAP
- Sk. Md. Mohsin, Director (Projects), LGED, Dhaka
 - Dr. Azman Ahmed, Dean, Faculty of Business, Economics and Policy Studies, Universiti Brunei Darussalam, Brunei
 - Dr. Yoshihiro Kaida, JICA Expert, BRDB, Dhaka

1150-1200 Hrs. : Discussions and wrap up the Chairperson

Rapporteur: Ms. Zeenat Ahmed, Asst. Information and Communication Officer

1200 Hrs. : Proceed to LGED Bhaban, Agargaon, Dhaka for lunch and field visit to Kaoraid, Sreepur

2000 Hrs. : Dinner hosted by DG, CIRDAP

29 May 2006

Theme-V: ICTs to Improve Governance (e-society, e-governance, infrastructure, capacity building)

Chairperson: Ms. Ratna Prabha, Secretary, ICT, Government of AP, India

0900 – 0910 Hrs. : Introductory remarks by the Chairperson

Presentation of Papers

- 0910 – 1030 Hrs. - Ms. Ratna Prabha, Secretary, IT and Communication, Government of AP, India
- Dr V Madhava Rao, Associate Professor & Head (Geomatics Cell), NIRD, Hyderabad, India
- Dr. P. Chandrashekara, MANAGE, Hyderabad, India
- Mr. Mohammad Ashraf, DG, NCRD, Pakistan

1030 – 1100 Hrs. : Discussions and wrap-up by the Chairperson

Rapporteur: Mr. David Hilton, Pilot Projects Associate

1100 – 1130 Hrs. : Tea/Refreshments

1130 – 1200 Hrs. : Formation of Groups for Group work

1200 Hrs. : Lunch break

1300 Hrs. : Proceed to BCDM at Rajendrapur, Gazipur for BRAC Project Visit

30 May 2006

0900 – 1100 Hrs. : Working group discussions on themes by groups

1100 - 1130 Hrs. : Tea/Refreshment

1130 – 1300 Hrs. : Finalisation of Group Reports on five themes by five groups

1300 - 1400 Hrs. : Lunch

1400 Hrs. & onward: Visit to the city

31 May 2006

- 0900 – 1100 Hrs. : Group report presentations by Chairpersons and Rapportuers
- 1100 – 1130 Hrs. : Tea Break
- 1130 – 1200 hrs. : Adoption of recommendations
- 1200 – 1330 hrs. : Valedictory Session:
- Welcome remarks by Dr. Durga Prasad Paudyal, DG, CIRDAP
 - Chief Guest, Additional Secretary, ERD, Government of the People’s Republic of Bangladesh
 - Vote of Thanks by Mr. Mazhar Ali Shaik, Programme Officer (Training), CIRDAP
- 1330 hrs. : Lunch
- Afternoon : Shopping/Free Time