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Original Paper

Exploring the Impact of Innovative Public Service Delivery System in Bangladesh: A Case Study of District Administration

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Abstract

This study looks into the impact of innovation teams on the public service delivery system at the district and upazila levels in Cumilla and Chandpur districts. The study seeks to explore how these innovation teams help to improve the efficacy, efficiency, and responsiveness of public services, hence improving citizens' quality of life. Data was collected using a combination of qualitative and quantitative methods, such as interviews, questionnaires, and case studies, to evaluate the activities and outcomes of innovation teams in both districts. The findings show that innovation teams are critical to driving innovation and issue resolution in the public sector. These teams provide unique solutions customized to the specific demands and challenges of the local setting by encouraging collaboration among multiple stakeholders, including government officials, community members, and specialists from many professions. Furthermore, the construction of localized innovation hubs at the district and Upazila levels allows for the co-design and implementation of innovative projects addressing significant concerns in public service delivery. Capacity-building programs have emerged as a critical aspect in providing members of innovation teams with the skills, knowledge, and tools they need to effectively drive change. Through training programs, workshops, and mentorship opportunities, team members gain competencies in design thinking, data analytics, and project management, allowing them to confidently handle challenging challenges. Furthermore, open resource allocation methods guarantee that innovation teams have the financing, infrastructure, and support systems they need to successfully implement their initiatives. Policymakers in Cumilla and Chandpur districts may leverage the potential of innovation teams to advance sustainable development and improve citizen well-being by investing in grassroots innovation and developing comprehensive monitoring and evaluation frameworks.

Keywords

innovation, local government, public service, district, Bangladesh

1. Introduction and Background of the Study

Many modern countries have embraced the civil service structure that was modelled after Max Weber's bureaucratic organization. Weber's rational-legal structure of power aims to achieve career stability, specialist jurisdiction, hierarchical principles, and merit-based employment. Elements that ensure officials' tenure security and protection from wrongful dismissal from office. However, as society has progressed, many aspects of Weber's theory have been amended or challenged (Bakici et al., 2013). To adapt to the challenges provided by globalization and demographic shifts while still providing a high level of service to consumers and businesses, public sector entities must innovate (Donahue, 2005).

The transition has been impacted by the varying stages of sociopolitical development in various countries. In the context of globalization, the concept of New Public Management has advocated a number of reforms to both developed and developing countries' political, administrative, and other domains in order to achieve goals more efficiently and effectively than the previous way of action. This new perspective has encouraged many governments to change their administrative structures to match the growing global wave of good governance. The study paper appears to be aimed at investigating the impact of innovation teams on the process of providing public services at the district and upazila (sub-district) levels in the Bangladeshi districts of Cumilla and Chandpur. The upazila levels are administrative divisions that are right beneath the district level. The purpose of this study is most likely to investigate how the introduction of innovation teams within the framework of public sector organizations affects the efficiency, effectiveness, and overall outcomes of service delivery. Individuals that are tasked with developing and implementing new ideas, strategies, and problem solutions in order to improve services and respond to a variety of challenges are often part of an innovation team. In most cases, these teams are responsible for improving services and responding to a variety of difficulties. These teams typically support novel problem-solving approaches, collaborative efforts, and the use of new technology or procedures. There is a good likelihood that the study article will look into the implementation and outcomes of such teams in the districts mentioned.

2. Objective of the Study

The primary aim of this study is to delve into the workings of Innovation Teams and evaluate their effectiveness in enhancing citizen-centric public service delivery.

Specific Objectives:

- Analyze the implementation and functioning of innovative public service delivery systems within the district administration framework in Bangladesh.

- Evaluate the effectiveness of innovative approaches in enhancing the accessibility and responsiveness of public services to citizens.
- Assess the role of technology and digital solutions in improving the efficiency and transparency of public service delivery at the district level.
- Investigate the challenges and barriers faced in the adoption and sustainability of innovative public service delivery systems within the district administration context.
- Examine the perceptions and satisfaction levels of citizens and stakeholders regarding the impact of innovative initiatives on their experience with public services in Bangladesh.

3. Research Methodology

Doing research in an organized way is a research method actually. A research methodology is a set of procedures for gathering data and other information used in carrying out a study. The primary topics covered are the methods, tools, and techniques of data gathering.

a. *Research Design:* Research design involves selecting places and collecting data to answer study questions. This mixed-method study was collected and analyze data using quantitative and qualitative methods. Primary and secondary sources were used to acquire this data. Empirical research relies on fieldwork to gather primary data, but secondary data is also crucial for assessing and deducing specific evidence and facts.

b. *Selection of the Study Area:* To perform this study, two districts with four upazilas (two from each district) were chosen. For study area selection, population and socioeconomic level are addressed. Motlob Uttor and Motlob Dokkhin from Chandpur district and Sadar Dokkhin and Chandina from Cumilla district were chosen for this research. Heritage, culture, education, politics, and history make these locations popular.

c. Data collection Methods: In this study, the following methods will be used:

- ***Survey method:*** The closed-ended structured questionnaire survey was conducted in this research for the purpose of collecting primary data. It is one of the effective methods of collecting primary data. The content (language, acceptance, grammatical mistakes etc.) of the questionnaire was thoroughly examined by an expert in this area. Moreover, pre-testing of the questionnaire was also confirmed.
- ***Interview:*** A face- to-face in-depth interviews was conducted following a checklist. Sometimes data cannot explain everything for this reason face to face interview is important to read and better understanding of the interviewees unexplained information.

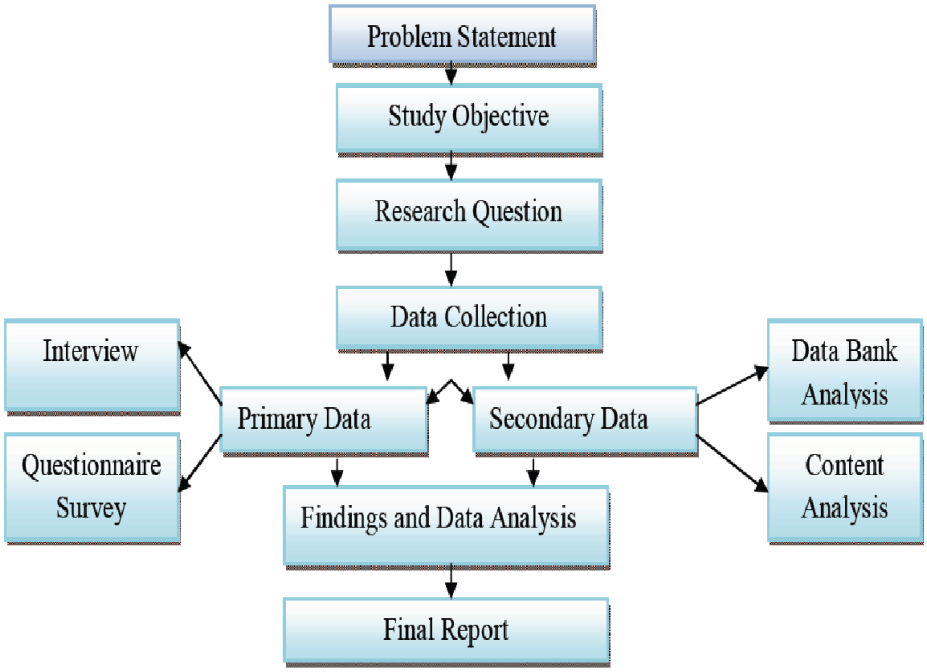

Figure 2. The Flow Chart of Research Design

d. Sources of Data and Sampling procedure

The data were gathered from both primary and secondary sources. Secondary data was acquired from existing literature, including published reports, statistics, books, seminar papers, media reports, past research efforts, national and international journal articles, and so on. Primary data was gathered through in-depth interviews and questionnaire surveys for the qualitative and quantitative components, respectively.

The study area was selected on the basis of purposive sampling. From Cumilla districts 20 (5+15) and from Chandpur 20 (5+15) total 40. And 160 respondents from four upazilas 40 from each.

Table 1. Respondent Scenario in the Study Area

Sl	Name of the District	Number of respondents	Name of the Upazilla	Number of respondents
01.	Cumilla	20	Sadar South	40
			Chandina	40
02.	Chandpur	20	Motlob north	40
			Motlob south	40
	Total	**40**	**Total**	**160**
Grand Total (Two Hundred) =200				

e. *Data Processing:* After collecting data, data coding and entry employed by Microsoft excel and then exported from excel to SPSS. Besides data was calculated, analyzed, sorted, summarized, classified, formatted and tabulated according to the objectives of this research. Data cleaning was also followed to avoid missing data and outliers.

f. *Data Analysis:* Descriptive and inferential statistical techniques applied to analyses the collected data. Univariate, bivariate and multivariate techniques was also followed.

4. Rationality of the Study

In Cumilla and Chandpur, an investigation into the impact of innovation teams on the district and upazila public service delivery system makes sense for many reasons, including the fact that it will be done. Innovation teams are growing in popularity across industries to improve problem-solving and operations. Examination of their impact on district and upazila public service delivery may reveal their efficacy and potential benefits. Effective governance relies on public services, and their effectiveness affects residents. Policymakers and administrators can identify areas for development by studying innovation teams' influence. This will improve service quality, efficiency, and public satisfaction. Cumilla and Chandpur districts can be used to study innovation teams' impact on a region. Investigations of these two communities give valuable information that can be applied to similar or comparable areas nationwide. Research on diverse districts can be applied to other sections of the country, each with its own issues and opportunities. To support evidence-based decision-making, the study seeks empirical evidence on innovation teams' effects. The results may help policymakers, government officials, and other stakeholders understand innovation team benefits, drawbacks, and best practices. This allows them to make informed resource allocation and innovation team deployment decisions. If the project shows promising outcomes, it may help replicate and scale innovation teams in other districts or areas facing similar challenges. Districts or regions having similar difficulties to the original study may be these. Understand what makes these teams successful and what hinders them to guide future implementation attempts. This will ensure resources are deployed where they will have the most impact. Effective governance involves providing essential public services that affect citizens' daily lives. To increase public health and happiness, one must understand the factors that make high-quality services possible. Tanzanian districts and upazilas control public services. Insights into local service delivery dynamics can be gained by studying innovation teams at this level. It is likely that demographics, socioeconomic conditions, and service delivery issues influenced the research location in Cumilla and Chandpur Districts. We chose these districts for their proximity. Due of its focus, the study can provide hyper-localized insights into how innovation teams affect public service delivery.

Research Gap

While previous studies have acknowledged the importance of innovation in enhancing service delivery,

there remains a dearth of comprehensive investigations specifically focusing on the district level. Furthermore, limited attention has been paid to the unique challenges and opportunities inherent in implementing innovative approaches within the administrative structures of Bangladesh's districts. Additionally, there is a lack of empirical research examining the perceptions and experiences of citizens and stakeholders regarding the effectiveness and accessibility of innovative public service delivery initiatives. Addressing this research gap is crucial for policymakers and practitioners to develop tailored strategies that harness innovation to improve public service delivery outcomes at the district level in Bangladesh, ultimately leading to more efficient and citizen-centric governance practices.

5. Literature Review and Research Gap

According to empirical study, TCV (Time, Cost, Visits) is helping government offices improve efficiency and offer more user-friendly e-services. To assess and forecast TCV dropping status for a certain time, A2I considers the average decline and the number of service clients that benefited from the intervention. In "TCV: An Innovation Measurement Tool to Improve Public Service Delivery", A2I states. TCV research largely examines how online services change. It emphasizes TCV innovations in public-sector areas like agriculture, health, education, and others that reduce service headaches. Simple, transparent, and understandable proof can be generated this way. The a2i initiative has conducted 102 TCV studies on modernized, digitalized, and doorstep innovation services. These 102 enhancements saved 65, 66, and 38% of time, money, and travel. TCV research supports these changes (Galaxy, 2019). The absence of information and understanding in LDC public sectors like Bangladesh prevents ICT implementation (Imran, 2006). Bangladesh specifically. Failures include political will, leadership, infrastructure, and human capacity (Saleheen, 2015). Focus groups identified obstacle impacts and linkages (Gonzalez et al., 2013). ICT integration into the public sector of Bangladesh is encouraged by the government's promise to build a "Digital Bangladesh" (Hussain et al., 2016). Bangladesh's political pledge to establish a "Digital Bangladesh" encourages ICT integration into the public sector (Imran & Turner, 2008). Electronic governance can modernize public administration in Bangladesh, providing cost-effective services to citizens and reducing corruption and poverty (Bhuiyan, 2011). In order to ensure that residents obtain timely, corruption-free public services, Hassan (2015) suggested building a strategic and tactical systems-level framework and model.

According to Alam Siddiquee (2008), political institutionalization is needed to nurture creativity in a country. Administrative and market decentralization promotes social and economic fairness and good governance, which fosters innovation (Subhan & Don Jae, 2012). Yoder-Wise (2013) noted that the paper uses a typology to highlight how innovation affects public service allocative efficiency and differentiates between the public and private sectors to explain why public sector organizations are less innovative than private sector ones. sector & series (2005) found a resource that gives national and local

government administrators clear, actionable advice on how to use outcome measuring methods. It includes indicators of success in primary and secondary schooling, adolescent health, child growth, and garbage collection.

According to Gonzalez et al. (2013), larger municipal governments are more innovative since they value ICT-based collaboration. In South Sulawesi, Indonesia, Ahmad (2018) examined the local government's innovation practices and the factors that promote or hinder them. Larger town halls embrace innovation and collaborative, information-based external interactions (Yigitcanlar et al., 2021).

6. Theoretical Framework

Paul S. Goodman, Max Bazerman, and Edward Conlon wrote a 1978 publication in "Research in Organizational Behaviour Journal." That paper shaped this study's framework. We evaluated Bangladesh's public sector's institutionalization of technological innovation after individual and systemic phases. The study's findings were examined.

We assessed Bangladesh's current condition using indicators from both stages to determine if project goals were met. Individual indicators include adoption and continuation. Nature is a structural indication. 2. social organization objectives 3. Social cohesion. We then connected Bangladesh's public sector plans and measurements to the article's variables. Not having variables is a defect, while having them is a "step ahead" in the process. Thus, we aimed to link determinants to Bangladeshi public sector strategies and actions. Public sector approaches are covered. As public sector organizations serve the public, responsible innovation (Taebi et al., 2014) has become crucial. Recently, the public sector has received insight into the private sector's emphasis on value creation and innovation (Schuurman & Tõnurist, 2017). Private companies can credit innovative methods for their success, but government agencies struggle to justify innovation beyond tangible aims.

In response to societal changes, innovation labs have emerged (Tõnurist et al., 2017). By giving tools to innovate from idea to completion, these unique organizations help organizations adapt to change. Four explanations explain public sector labs' creativity.

7. Research Findings and Analysis

In the 21st century, Bangladesh is more competitive, efficient, and resource-efficient. The public sector is affected by this revolution. New Public Management (NPM), which is gaining popularity, has forced the public sector to compete with the much more effective private sector. Thus, to revitalize public sector systems, innovation is necessary. Using cutting-edge technologies to help the public sector can finally provide them a competitive edge. The myriad online and electronic services that have emerged in the previous decade were developed with this in mind. The E-Noti stands out among these technological advances.

E-filing: In Bangladesh, paper-based decision-making and information collection are common. Paper-based tasks are time-consuming and resource-intensive. The most complicated part of the process is that environmental conditions and accidental disasters might tamper with paper-based files. The issue persisted for a long time. A2i created the E-Nothi/EFiling technology to overcome this problem simultaneously with the DESC launches. DESC E-Filing has streamlined resident services by saving time, effort, and money. Additionally, it reduces corruption and increases responsibility of government service providers (A2i, 2015).

The National Gateway Website: Citizens can obtain information from central government offices such departments, directorates, ministries, etc. and local government offices like Union, Upazila, and District. This information is available on the unique national portal. A2i (2016) states that the national portal's main goal is to provide a single point of access to public information and services. One access window will do this. With 25000 webpages, the National Portal of Bangladesh has the world's largest database. On June 23, 2014, it began operations to make information more accessible to the public. On June 23, 2014, the project began.

District e-Service Center (DESC): NESS (The National e-Service System) has created the district e-Service Centre (DESC), an ICT-facilitated one-stop service centre that replaces DC office paper-based manual services (A2i, 2015). Each of the nation's 64 districts offers DESCs since November 14, 2011.

E-Mutation: A2i created a "e-mutation" service to digitize the land information system. After multiple rounds of pilot testing, the e-Mutation service was launched in February 2017 and deployed in 310 of 484 upazila and 2,714 union land districts by November 2018. Integration of new technologies into established institutions Hasanuzzaman and Lomborg found that 107 of 4,554 offices used this digital service in 2019.

VAT as well as Customs: In recent years, this business has seen several technological advances and their uses. Special mention goes to the VAT Online Project (VOP). Bangladesh approved the World Bank-supported VAT Improvement Initiative (VAT Online Project) in 2014. The VAT Online Project developed the system to link 287 VAT circle offices, 84 divisional offices, 12 commission rates, and two directorates. It seeks VAT administration modernization, tax revenue mobilization, and transparency.

Integrated System for the Automation of VAT: In 2014, the NBR created IVAS to automate VAT. Customer convenience is greatly enhanced by this system. Only the Registration and Return Modules of its five modules are operational. Remaining modules are being processed to perform their functions.

Digital Centre Services: The centers provide 4.5 million disadvantaged people with 102 governmental and private services at a far lower Time-Cost-Visit (TCV) than before. With a2i's help, many government departments have restructured their services to be "e-delivered" through these centers. Since you no longer need to frequent the district government office 40 km away, you may use the neighboring Digital Centre. Services have been obtained in 85% less time, at 63% lower cost, and with 40% fewer

trips. Digitizing and simplifying processes saved Bangladeshis nearly half a billion dollars, according to a six-year analysis.

Fund for Service Innovation: The Service Innovation Fund (SIF) was formed in March 2013 to seed and incubate cost-effective, citizen-centered design solutions to improve public services. Besides rewarding bright government personnel with recognition, resources, and a climate conducive to experimenting with potential solutions, the SIF supports locally-grown ideas and welcomes involvement from anybody. Just under half of the Fund's 2700 applications came from the commercial sector, including firms, NGOs, educational institutions, and entrepreneurs. Online grant applications are accepted year-round, and the winner may receive up to $32,000 USD. As of June 2016, 90 projects have secured funding from six financing rounds.

Innovation Teams: In 2013, a publication titled "Innovation Team." spawned 1,000 'Innovation Teams' with over 5,000 officers from various government units and tiers. The goal was to institutionalize innovation. Ministry is the top level of these teams and goes down to sub-district. The Innovation Team printed a gazette. Champion development is underway to promote peer assistance and collaboration across government departments. Innovation Teams are doing this. Chief Innovation Officers oversee the program and direct them.

Increasing the Capabilities of Public Officials: The project improved capacity by training trainers. Government officials including Upazila chairmen get courses, seminars, and workshops from the project. These activities ranged from one-day awareness lectures to week-long intense training sessions. Through the project's training and skill development activities, secretaries, high-level officials, district administrators, and local government functionaries have been sensitized and trained. These initiatives trained and educated public employees. Direct training by the program trained 5,000 government officials. To operate over 4,500 Union Information and Service Centers/Digital Centers (UDC) nationwide, over 9,000 business owners upgraded their technical and mobilizational skills.

Service Process Simplification (SPS) helps government agencies streamline public services and their delivery systems by mapping and modernizing them using citizen-centered design. Public services and their support systems become more efficient. SPS has transformed service delivery, reduced TCV, and became essential before digitization by leveraging the government's commitment to protecting citizens' right to information. SPS leveraged the government's commitment to defending citizens' right to information to achieve these results. The Cabinet Secretary and Ministry Secretary now sign an Annual Performance Agreement that requires the digitalization of at least one additional function and the streamlining of at least one other service. This evidence supports and confirms this technique works.

Respondents' perception about innovation schemes in the field administration: The Bangladeshi bureaucracy is up-to-date on administrative innovation. Divergent attitudes affect officials' answers to this topic. Self-driven innovation interests some government leaders. Many of them are encouraged to be

innovative by coworkers' good ideas and actions. Some government personnel are taking bold new moves prompted by policy questions and led by top leaders. People were asked if curiosity, imitation, or instruction drive inventions. The following graph shows respondents' administrative innovation opinions.

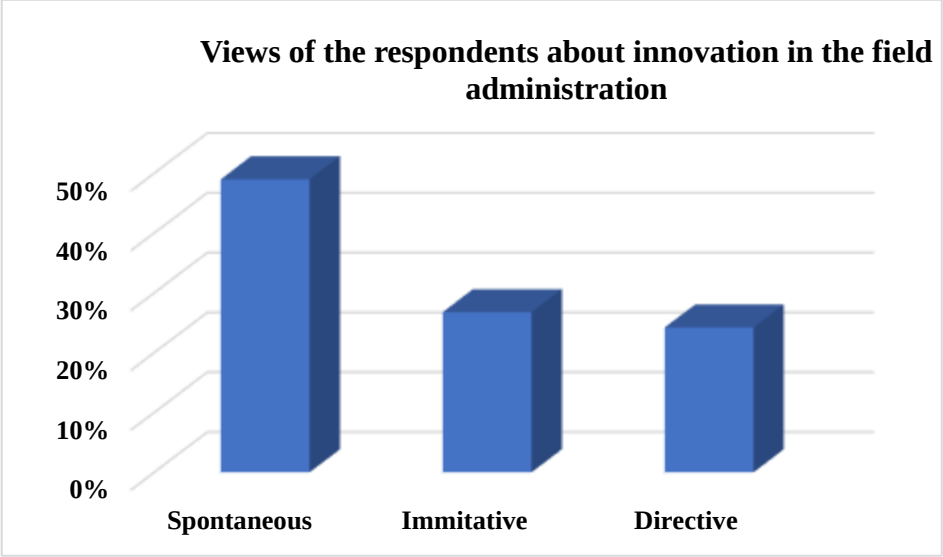

Figure 3. Views of the Respondents about Innovation in the Field Administration

Nearly half of respondents (49%) believe that the officers are self-driven and actively pursue innovation in their domains. Some 27% of people surveyed said that most inventions are really riffs on existing concepts. Inspiration from within is also crucial to this type of copycat creativity. Another 24% agreed that the most effective way for authorities to implement change is by executive fiat. The innovator's own drive to innovate is less significant than following the orders of a superior.

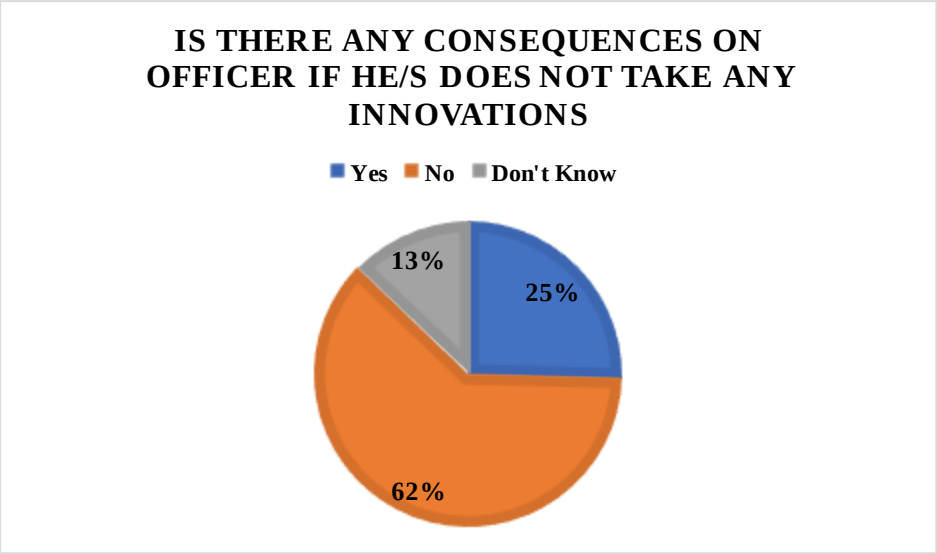

Figure 4. Are there any Negative Consequences on Officer if He/She Does Not Take Any Innovation?

About 62% of respondents disagreed that officers will be punished for inaction. About 25% of poll respondents agreed. Another 13% don't know if non-innovating officers are punished. One in seven respondents are ignorant of the Ministry of Public Administration circular. Most responders know of the circular but have never seen it used. Thus, 62% of respondents believe that government employees' careers are unaffected if they don't do anything new while in office.

Knowledge Factors

Insufficient Innovation Potential

In order for an organization to be innovative, its members must engage in actions that encourage creativity and growth. Research and Development (R&D) organizations in Bangladesh, as well as the public and private sectors more broadly, suffer from a severe lack of innovation potential and incentive to discover and implement new ways of functioning.

Not Enough Qualified People

Due to brain drain and poor education, growing nations like Bangladesh are struggling to innovate due to a talent deficit. Bangladesh needs a well-educated workforce and government support to become a knowledge-based society. Government lacks technology knowledge and organizational structure. To assess public sector information technology, researchers surveyed 103 government institutions with 300 officials and 700 employees. About 18 companies lack dedicated IT staff, according to research. E-governance maturity varies per country. The delay in e-governance shows how a lack of skilled workers is impeding innovation in the country. This is because government staff lack ICT skills.

Lack of an Adequate Management System

The absence of structured management in upazila and district departments hinders innovation. The lack of a single managerial approach, ambiguity about technological priorities, a complicated decision-making process, confusion about policy-making roles, a lack of prompt and effective policy execution, a lack of control and supervision, and extreme governmental intervention in all fields discourage spontaneous behavior within organizations, create uncertainty for future initiatives, and harm the environment.

Inadequate Use of Modern Technology

Technology helps the government accelerate innovation and development. Bangladesh's innovation systems are near collapse due to limited R&D funding. To stay up with rapid technological change, research and technological innovation are needed. Unfortunately, wealthier countries subsidize and conduct this research and development, and impoverished regions depend on them for technology. Due to a lack of local technical and managerial capabilities, Bangladeshi development projects, including maintenance and management, cost far more than in developed regions. Bangladesh's frequent electricity shortages have hurt the textile industry and the population. Bangladesh's communication mechanism is inefficient and time-consuming. Lack of advanced technology and experience strains the economy and stifles innovation.

Political Factors

Absence of Democracy

Bangladesh's democracy is notion rather than reality. Democratic values and principles are poorly understood and followed by the public. The government and parliament cannot demonstrate democracy through written papers, laws and regulations, and other procedures. Democratic ideas and values have failed to take root in Bangladesh. Party democracy is lacking because political parties are patronage factories. The parties in power have more access to state resources and can reward its members and supporters with jobs, licenses, and contracts. Bangladesh has failed to institutionalize democracy despite its 40-year independence.

Insufficiency of Competent Political Leadership

Bangladesh's political leadership isn't powerful or inventive enough to lead the country to wealth, stability, and creativity. Criminality and corruption by party leaders are becoming commonplace. Ministers, parliamentarians, and civil servants have used their power to benefit themselves rather than fight corruption. This affects democracy greatly. Lack of leadership, long-term plan, and resolve to be saved plagues this free nation. Leaders fight new political views and youth participation in politics. They fail to create an innovative environment because they see themselves as party leaders rather than national leaders. Leaders are more interested in wealth and resources than in serving their constituents.

Administrative Factor

Lack of Accountability and Transparency

Lack of accountability and transparency hinders government innovation. Executive accountability mechanisms including the Annual Confidential Report (ACR), Rules of Business, and Warrant of Precedence have procedural faults, making corruption worse. In Bangladesh's bureaucratic culture, transparency is still unpopular. Decisions are made behind closed doors and protected from those affected. The opaque decision-making process is linked to bureaucratic corruption and lack of accountability. Patrimonialism, another party problem, keeps prominent party leaders submissive and disheartened. This affects party governance. Many local party officials claim that democratic processes do not exist in the center, arguing that local units do not care about democracy in the party.

Corruption

Bangladesh's political and administrative systems are corrupt. Corruption in politics occurs when leaders of state, ministers, and other top officials who design and enforce laws are corrupt. It also occurs when laws favor politicians and legislators. The next paragraph discusses administrative corruption.

Bureaucratic Complexity

Overly formalistic work responsibilities, bureaucratic red tape, favoritism, authoritarian and distant leadership, and a tendency to favor traditionalism over new ideas have created a complicated and out-of-date administrative system that hinders government innovation. Favoritism and autocratic, detached leadership are also influences. Bangladesh's public administration is still highly centralized, hierarchical, and convoluted due to multiple decision-making layers. Consumer protection procedures may increase bureaucratic complexity.

8. Recommendations

a. Localized Innovation Hubs: Establish innovation teams at the district and Upazila levels to serve as localized hubs for generating and implementing innovative solutions tailored to the specific needs and challenges of Cumilla and Chandpur districts. These teams should comprise individuals with diverse expertise, including public administrators, technologists, community representatives, and subject matter experts, to ensure a comprehensive approach to problem-solving.

b. Collaborative Problem-Solving Platforms: Foster collaborative platforms that bring together stakeholders from government agencies, local communities, academia, and the private sector to identify pressing challenges in public service delivery. These platforms can serve as arenas for brainstorming ideas, sharing best practices, and co-designing innovative solutions that address the unique socio-economic contexts of Cumilla and Chandpur districts.

c. Capacity Building Initiatives: Invest in capacity building initiatives to empower members of innovation teams with the necessary skills, knowledge, and tools to effectively identify, prototype, and

implement innovative solutions. This may include training programs, workshops, and mentorship opportunities focused on areas such as design thinking, data analytics, project management, and stakeholder engagement.

d. Resource Allocation Mechanisms: Develop transparent and flexible resource allocation mechanisms to ensure that innovation teams have access to the necessary funding, infrastructure, and support systems to implement their initiatives effectively. This may involve establishing dedicated innovation funds, leveraging public-private partnerships, and streamlining bureaucratic procedures to facilitate timely project implementation.

e. Monitoring and Evaluation Framework: Implement a robust monitoring and evaluation framework to assess the impact of innovation teams on public service delivery outcomes in Cumilla and Chandpur districts. This framework should include Key Performance Indicators (KPIs) to track progress, regular feedback mechanisms to solicit input from stakeholders, and mechanisms for learning and knowledge sharing to inform continuous improvement efforts.

9. Conclusion

In conclusion, the study highlights the significant potential of innovation teams in transforming public service delivery systems at the district and Upazila levels in Cumilla and Chandpur districts. Through localized problem-solving, collaboration, capacity building, and effective resource allocation, these teams can catalyze positive change and address the unique challenges faced by communities. By implementing transparent monitoring and evaluation mechanisms, we can continually assess the impact of innovation initiatives and drive continuous improvement. Ultimately, embracing innovation at the grassroots level holds promise for fostering sustainable development and enhancing the quality of life for citizens in these regions.

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