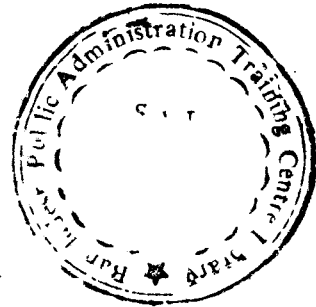




REPORT
of
The Administrative and Services
Reorganisation Committee

PART V: SUMMARY OF RECOMMENDATIONS

For official use only



May, 1975

Muzaffar Ahmed Choudhury

29 OCT 1975

**IN THIS PART OF THE REPORT, SUMMARY OF
RECOMMENDATIONS MADE BY THE COMMITTEE
IN PARTS I, II AND III HAVE BEEN PRINTED.**

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SUMMARY OF RECOMMENDATIONS

PART I—THE SERVICES

The Task before the Civil Service

1. With the new social philosophy of the State, the civil servants should shed their traditional class and status consciousness and create a living fellowship with the common man. Officers dealing with agriculture in a thana or district should physically work in the field in peak transplanting or harvesting seasons; officers in other nation-building departments should also likewise participate in field work in their own areas. (Para 1.10)

The New Structure of the Civil Service

2. There should be no classes in the Civil Service, nor any reservation of posts except for obvious technical reasons. The division between the former All-Pakistan and other Central Superior Services and the corresponding former Provincial Services and between higher and lower services should all be abolished. All civil servants should be organized in a single classless Unified Grading Structure carrying an appropriate number of different pay scales matching different skills and responsibility. The grading for each post should be determined by an analysis of the job and posts in the same grade should carry the same pay scale. (Paras 3.9 & 3.14)

3. The total number of grades covering all posts from top to bottom should be ten. The manner of entry into these various grades and the recruitment and promotion procedures are indicated in the chart at Appendix I. (See also Chapter on Recruitment). An illustrative allocation of various posts between the different grades is also given in the lists accompanying Appendix I. (Paras 3.16 & 3.18)

4. Future recruitment of unskilled staff in Grade X should be stopped. The present number of peons should be reduced by the introduction of the messenger system, and surplus personnel thus

obtained should be appointed as postmen, constables, employees in fair price shops, etc., in a phased programme. Typists, stenotypists and stenographers should also be pooled where feasible. The entire concept of "personal staff" should be abandoned and replaced by that of "office staff". (Para 3.19)

Functional and Area Group Posts

5. The civil servants should acquire necessary professionalism in specific areas of the service. For this, all posts in the service should be divided broadly as "Functional" and "Area Group" posts. The former will be those that require either pre-entry technical or vocational education or post-entry training in specialised administrative skill; the latter will be those where no single functional expertise is uniquely qualified, but experience in the same area of administration supplemented by some area-specific training may be regarded as a prerequisite for holding these posts. The Area Group posts may be divided into eight broad areas of specialization. (Para 3.21)

6. From Grade V upwards, every officer will be identified by training and subsequent experience with one particular Functional or Area specialization. The allocation of personnel to the Functional Groups will be firm right from the beginning (*i.e.*, from Grade V) and that for the Area Groups may be tentative initially and may be firmed up at Grade III. A limited number of transfers from the Functional to the Area Groups may also be considered at this stage. (Para 3.24)

Senior Policy and Management Posts

7. Posts from Grade III and above may be grouped as "Senior Policy and Management Posts" and may be filled up by officers with relevant area specialization from the Area Groups, or from relevant Functional Groups given the necessary administrative ability. (Para 3.26)

8. Persons selected for the Senior Policy and Management positions should initially stay in their respective areas of specialization long enough to acquire the necessary professionalism. At a more senior level, they should move freely from one area to another allied

area. Entry into the Senior Policy and Management Group should be tightened so that only the most competent gets in. (Paras 3.25, 3.27 & 3.28)

The Diplomatic Service

9. The Foreign Service should be a distinct Functional Group beginning from Grade V. To look after the economic, commercial and such other interests of Bangladesh abroad, the members of the Foreign Service should be supplemented by officers from the respective Area Groups. At appropriate higher levels, Area Group administrators may also be posted in senior diplomatic posts abroad. (Paras 3.32 & 3.35)

10. Before posting abroad, the Foreign Service personnel should spend some time in the Ministries of Commerce, Industries and the External Resources Division, and visit these Ministries again on home posting. Between the 7th and 10th year of their service, they should be posted in the district for a period of one year for reorientation in the general economic and social conditions in the country. (Para 3.34)

Radio and Television Staff Artistes

11. Radio and Television Staff artistes should be accorded proper status. Whole-time staff artistes on the pay roll of the Government for a period of more than three years should be brought into the regular Government service and properly graded for integration in the Unified Grading Structure. For this purpose, a Committee as recommended should be set up. (Para 3.36)

Autonomous Organisations and Nationalised Enterprises

12. The scheme of Unified Grading Structure described above should also generally apply to the Public Statutory Corporations, the Nationalised Banking Companies and Insurance Corporations, the Financial Credit Institutions, and the Sector Corporations of the Nationalised Industries. These organisations should, however, subject to the rules framed by or with the approval of the Government, make their own recruitment of personnel below the level of the mem-

bers of the Board of Directors/Management. They should also have, subject to the rules, full powers regarding transfer, promotion and dismissal of their own employees. The Government should make appointment of the Chairman, Managing Directors and Members of the Board of Directors/Management. The Government officers should not ordinarily be deployed below this level, except in the posts of Secretaries of these organisations. Similarly except on contract basis in highly technical and specialist posts, employees of these organisations should not be appointed in posts under the Government. (Para 3.37)

Exceptions

13. The scheme of Unified Grading Structure should not, however, be applied to the teachers of the Universities and other Educational Institutions, Research Organisations and similar specialised organisations. In order to retain the highly qualified staff in the specialised research organisations and to provide them with continuous incentive for creative work, they should be considered for promotion from one grade to the next higher grade after a period of every five years of service in a particular grade, although they would continue to perform the same work in the higher grades. (Para 3.38)

Implementation

14. A major study should be mounted to work out the details of the proposed scheme for a single Unified Grading Structure together with a definite time schedule for its implementation. For this purpose, an Administrative Management and Reforms Division should be created by reorganising and expanding the present O & M Wing of the Establishment Division. The Division should be in-charge of a Minister of State under the overall supervision of the Prime Minister. A full Secretary to the Government should head the Division. A high powered Implementation Committee composed as follows should be constituted to expedite decisions:—

- (i) A Judge of the Appellate Division of the Supreme Court—
Chairman.

- (ii & iii) Two Members of the Parliament to be nominated by the Prime Minister—*Members*.
- (iv) Chairman, Public Service (First) Commission—*Member*.
- (v) Chairman, Public Service (Second) Commission—*Member*.
- (vi) Secretary, Ministry of Finance—*Member*.
- (vii) Secretary, Ministry of Law—*Member*.
- (viii) Secretary, Personnel Division—*Member*.
- (ix) Secretary, Administrative Management and Reforms Division—*Member-Secretary*. (Para 3.40)

Recruitment Policy

15. Young persons should be recruited to the various grades on the basis of their performance in the competitive examination. Recruitment to Grade V should be on the basis of merit on an all-Bangladesh basis, *i.e.*, on a national basis. As regards recruitments to other grades, *i.e.*, Grades VII and below, the same may be made district-wise on the basis of population of the districts. (Paras 4.3, 4.4 & 4.5)

Personnel Planning

16. The cadre needs of the various groups—Generalists, Specialists and others—should be reviewed every five years. Annual manpower budget should, however, be prepared at least three years in advance to take care of the time required to recruit the personnel and to train them. (Para 4.6)

General Provisions for Recruitment

17. The general provisions regarding recruitment to the various grades may be seen in the remarks column of Appendix I.

Specific Provisions for Recruitment to Grade V

18. Recruitment of all non-technical civil servants should be made on the basis of a single open competitive examination of Honours standard conducted by the Public Service (First) Commission. Recruitment of technical civil servants to Grade V should be made through three separate open competitive examinations conducted by

the Public Service (First) Commission—one for the medical graduates, one for the engineering graduates and a third one for agricultural graduates and other allied specialities. These competitive examinations should as a rule be designed as recommended in para 4.16; in cases where the number of candidates is too small to justify elaborate written examination, competitive interview may be taken instead. (Paras 4.15 & 4.16)

19. As an experimental measure, the "Method II" recruitment procedure practised in the British Civil Service may be tried for recruitment in 10 per cent of the posts. The Public Service Commission may also adopt the "Pre-Board" Interview Technique. (Paras 4.18 & 4.21)

Special Opportunities for Advancement

20. A number of special opportunities for advancement has been recommended, such as:

- (i) Grade Skipping: direct promotion from Grades VIII, IX and X to Grade VII and from Grade VII to Grade V through examinations against specified quotas for persons having bachelor or equivalent degrees and specified period of service to their credit;
- (ii) Quick Career Principle: reservation of half of the promotion quota at all levels for promotion on the basis of merit only through competitive examinations; and
- (iii) Relaxation of upper age limit by three years for all in-service candidates competing for direct recruitment.

To help acquire higher degrees up to graduation so as to avail of the above opportunities, the civil servants should be entitled to six months of study leave for *bona fide* pre-examination study once every five years of their service, subject to performance reports indicating that they are exceptionally well qualified for promotion. In addition, provision should be made to permit the civil servants to appear in all degree examinations as private candidates and to arrange night schools and colleges for them. For persons holding technical diploma, arrangements for condensed courses on the lines of the

condensed MB BS course should be made and facilities provided for enabling them to undertake these courses. (Paras 4.27 to 4.29)

Lateral Entry

21. Lateral entry to suitable specialised and technical posts at higher levels should be made on contract basis. (Para 4.30)

Recruitment by Competitive Interview

22. Recruitment to various higher posts, both technical and non-technical, for which a competitive examination is not considered appropriate, may be made through a competitive interview held by the Public Service Commission. Departmental representatives should also sit in the Interview Board. The interview should be held in places other than Dacca also. (Para 4.31)

Temporary Appointments

23. The various Ministries and Departments of the Government may be permitted to make appointments to higher posts without consultation with the Public Service Commission for a period of six months only to meet difficult, urgent and emergency situation where the Commission would be unable to recommend candidates within the required time—subject to regularisation through the Commission before the expiry of the six months period. (Para 4.32)

Recruiting Agencies

24. The Public Service (First) Commission should recommend recruitments to Grade VI and upwards and the Public Service (Second) Commission should recommend recruitments to all the lower grades. (Para 4.34)

25. The Public Service Commissions should submit annual reports which will be laid before the National Parliament. The Report should contain, among other matters, the list of cases in which their advice was not accepted by the Government. (Para 4.37)

26. Certain posts may be excluded from the purview of the Public Service Commissions in consultation with the Commissions where such exclusions should be of administrative convenience. (Para 4.40)

Appointment to Teaching Posts

27. All appointments to teaching posts in the Government Colleges—Degree and HSC levels and in the Government Schools should be made on the advice of the Public Service (First and Second) Commissions respectively. (Para 4.42)

28. Recruitment to the various categories of University teachers should be left to the Universities themselves. (Para 4.45)

Interim Arrangements for Training in Democracy and Socialism

29. Existing senior civil servants should be oriented to democratic values and methods. (Para 5.3)

30. Crash training programme in socialism should be arranged for officers in Grades I and II in batches. Non-officials like teachers, engineers, doctors, lawyers, etc., may also participate in the training and on successful completion, may supplement on suitable terms the shortage of senior officers trained in socialism to help in the critical first phase of socialist reconstruction of the country. (Paras 5.4 & 5.5)

31. For a period of two years following the training, all senior officers should come under a review by a Review Committee in regard to their work and commitment to the four fundamental principles of State policy specially to socialism, and also their mode of behaviour and style of living. The Review Committee should consist of the following:—

- (i) A Judge of the Appellate Division of the Supreme Court—*Chairman*.
- (ii & iii) Two Members of the Parliament to be nominated by the Speaker one of whom should be a Member of the Opposition—*Members*.
- (iv) Chairman, Public Service (First) Commission—*Member*.
- (v) A person of eminence from outside the Government service—*Member*. (Para 5.6)

31.1 At the end of the period of two years, the Committee should submit a report on the officers concerned which should be laid before the Parliament. Officers found unsuitable for retention in Grade I or II should be reverted to lower grades and those found with graver offences should be dealt with accordingly. (Para 5.6.2)

32. For the existing officers who may not satisfy the standards of professionalism, arrangement for suitable refresher training should be made. (Para 5.7)

Central Direction of Training

33. There should be a Training Wing in the Personnel Division. In addition in each large Ministry, there should be a Training Cell located in its Chief Personnel Office. (Paras 5.8 & 5.12)

Training Institutions

34. For the training of all direct entrants to Grade V and the recruits to this Grade through promotion examination, a National Academy of Administration should be set up at Dacca under the general direction of the Training Wing. The Academy should be a self-governing institution headed by a Director who should be an officer of Grade I level. (Paras 5.14 & 5.15)

35. For Mid-career Training, the National Institute of Public Administration (NIPA) should be strengthened. The Director should be an officer of Grade I. (Para 5.17)

36. For the training of Senior Administrators, an Administrative Staff College should be set up at Dacca under the general direction of the Training Wing. The College should be a self-governing institution headed by a Principal who should be an officer of Grade I level. (Para 5.18)

37. There should also be the required number of departmental schools to train members of the different engineering groups and other technical and specialist officers. (Para 5.20)

Training of New Recruits to Grade V

38. The post entry training course for the entrants to Grade V through four open competitive examinations and the promotion

examination should consist of (i) a Foundational Training Course in the National Academy of Administration which should be common to all the entrants and (ii) specialised training for respective Functional and Area Groups. (Para 5.22)

39. The Foundational Training Course which would be of 18 months' duration should be designed as recommended in paras 5.23 to 5.28.

Allocation to Area and Functional Groups

40. At the end of the Foundational Training the probationers of both the groups—Functional and Area—should be required to sit for separate examinations conducted by the Public Service (First) Commission. The seniority of each group of probationers *inter se* should be determined by the aggregate of marks obtained in the open competitive and promotion examinations. (Para 5.30)

41. Thereafter (i) the technical probationers (doctors, engineers, etc.) should be assigned to their respective departments and given posting and (ii) non-technical probationers should be allocated to the Functional and Area Groups—firmly to respective Functional Groups and tentatively to the various Area Groups. (Paras 5.31 & 5.32)

Further Training of Functional and Area Group Probationers

42. Both the Functional Group and Area Group probationers should then receive intensive training in their respective areas for another six months. (Para 5.33)

Training of Officers of Nationalised Enterprises

43. Below the level of last direct entry into the officer level in these enterprises, necessary training should be the responsibility of the respective Corporations and in the appropriate cases even of the concerned enterprises themselves. For entry into the officer level posts, new recruits should undergo a training programme parallel to that recommended for the civil servants entering into Grade V in General Administration. (Para 5.37)

44. The responsibility for designing the entire training programme for entrants into the officer level posts in the nationalised enterprises should be entrusted with a special council, to be called the **Nationalised Enterprises Training Council**, to be composed of some senior members of the staff of National Academy of Administration and also of the representatives from the Nationalised Enterprises in the various Sectors. (Para 5.38)

Mid-career Management Training of Area and Functional Groups Personnel at NIPA

45. The Mid-career Training Course at NIPA should be in two parts of 3 months each. The first 3 months should be devoted to general training common to all trainees. Thereafter, the Area Group trainees should be selected for firm specialization. The next three months should be for intensive training in the respective Functional and Area specializations with special emphasis on planning and policy. The selection for lateral entry into the Area Group specialisms from amongst the Functional Groups may also be considered after the first three months training. (Paras 5.40 to 5.45)

Training for Higher Administration

46. The civil-servants and senior personnel from other public and private concerns who have put in 14 or more years of service should receive training in higher administration in the Administrative Staff College with emphasis on inter-disciplinary approaches and development of social awareness. The College may have three sessions a year each of 12 weeks duration, and the participants may be divided into small groups which may be called "Syndicates" for joint research and deliberation on subjects of inter-disciplinary character. (Paras 5.46 & 5.48)

Refresher Courses

47. There should be short refresher courses for officers at various levels according to requirement. (Para 5.50)

Sabbatical Leave and Travel

48. The civil servants should be granted sabbatical leave in appropriate cases to pursue an approved course or to undertake a task of research at home or abroad. (Para 5.51)

Contact with Village Life and Conditions at the Senior Level

49. Senior civil servants working in the national headquarters must be re-exposed to village life and conditions once every five years. For this, an officer after having served at the level of Deputy Secretary should be given executive posting in a district before he is appointed as Joint Secretary or equivalent. Thereafter, he should be posted in a Thana for three months once every 5 years as Special Development Officer. A law should be passed making it a punishable offence to avoid such rural posting or not to give such posting to any officer when it is due. (Para 5.52).

Training of Employees in Grade VII

50. The civil servants who begin their official career by entering into Grade VII should be trained in the respective departmental officers' Training Institutes strengthened suitably. (Para 5.53)

The New Personnel Division

51. The expanded and unified central management of the public personnel whose tasks are enumerated in para 6.1 should be made the responsibility of a new Division created specifically for this purpose. The existing Establishment Division should be renamed as the Personnel Division and suitably expanded to perform the task. (Paras 6.2 & 6.3)

52. The Personnel Division should be attached to the Prime Minister, assisted by a Minister. (Para 6.5)

Career Management

53. The responsibility for the administration of the posts and career of the personnel in various grades should be at the following levels:—

- (i) Grades VII, VIII, IX and X—Departments concerned with delegation to the subordinate offices in appropriate cases,

Ministries should be concerned with posts in the Secretariat only.

- (ii) Grade VI—Ministries concerned with appropriate delegation of powers to the Departments.
- (iii) Grades IV and V—
 - (a) Functional Posts—Ministries concerned.
 - (b) Area Group Posts—Personnel Division in consultation with and by delegation of powers in appropriate cases to the Ministries concerned.
- (iv) Grades II and III—
 - (a) Secretariat Posts—Personnel Division.
 - (b) Deputation to Autonomous Organisations—Personnel Division in consultation with Ministries concerned.
 - (c) Other posts—Ministries concerned in consultation with Personnel Division.
- (v) Grade I—Personnel Division. (Para 6.9)

53.1 The personnel cell in each Ministry and Department should be responsible for the planning of the career of the appropriate employees at different levels as indicated above. (Para 6.9.1)

Mobility

54. It would be desirable if Ministries dealing with allied subjects are grouped together where appropriate, to arrange for the civil servants to move among the relevant Ministries. The civil servants should not, however, be transferred as a rule before putting in, at least, two years of service in a given job. (Para 6.10)

Procedure for Promotion

55. The selections for Senior Management positions should be made by a Board composed as follows:—

- (i) Chairman, Public Service (First) Commission—*Chairman*.
- (ii) Secretary, Personnel Division—*Member*.

- (iii) Secretary, Administrative Management and Reforms Division—*Member*.
- (iv) Secretary of the concerned Ministry—*Member*.
- (v) A Secretary to the Government to be nominated in consultation with the Chairman—*Member*.
- (vi) & (vii) Two specialists of Grade I level or equivalent positions to be drawn from Ministry-wise Panels revised annually, in consultation with the Chairman—*Members*.
(Para 6.19)

56. Selections for positions in Grade III may be made on the basis of the examination prescribed for promotion from Grade IV and also on the basis of selection within the respective groups. Persons who have not passed the promotion examination should not, however, be eligible for any Secretariat appointment. For positions in Grade II, the selections may be made on the basis of performance record and, if necessary, by interview. (Para 6.20)

57. Promotions to other grades should be made either on the basis of promotion examination or on the recommendations of the Departmental Promotion Committee against respective quota. (Para 6.21)

58. Appointments and promotions to the posts in the various grades may be made in the manner indicated in Appendix III (Para 6.22)

Posting and Transfer

59. Posting and transfer to and from the various posts may be made by the authorities as indicated in Appendix IV. (Para 6.23)

Performance Records

60. The reports should be (a) similar in form, (b) based as far as possible on a common standard of judgment to enable valid comparisons to be made, (c) be accepted as fair and reliable by the staff, and (d) give the fullest possible account of present performance and suitability for promotion. (Para 6.25)

61. A *resume* by the officer concerned should form part of the performance record which should be prepared by a panel where feasible otherwise by the immediate superior officer. The grading should be objective to permit quantitative aggregation. The details are given in para 6.27.

Departmental Promotion Committees

62. In order to remove allegations against the working of the Departmental Promotion Committees, a Member of the Public Service Commission and a nominee of the Personnel Division should be associated with the Committees. Every person who has a fair claim for promotion must be given due consideration. The materials placed before the Committees should be full, adequate, objective, precise, accurate and reliable. (Para 6.28)

Examinations for Promotion

63. The promotion examinations as has been indicated in the chart on Unified Grading Structure at Appendix I, should be held once a year. Persons serving in all Departments should be eligible for taking these examinations subject to the qualification, length of service and the number of chances one can take. The vacancies within this quota should, therefore, be ascertained well in advance and repeated advertisements in the newspapers should be made announcing the dates of examinations, the number of vacancies and the eligibility for the same in addition to the departmental circulars. (Paras 6.29 & 6.30)

Ad hoc Appointments made since March, 1971

64. All cases of promotions and also of placing officers in different grades should be examined on the basis of the positions held by them on the 25th of March, 1971. It would also be desirable to review all appointments and promotions made after this date in the light of the standards recommended under para 6.37. (Para 6.31)

Integration of the Personnel in the New Structure

65. The personnel belonging to the various services and holding various posts may be integrated in the new service structure and their

inter se seniority determined on the basis of the principles stated in para 6.36.

Transitional Provisions

66. Till the tests referred to in the chart on the Unified Grading Structure at Appendix I are held, the selection of officers for appointment to Senior Management and Policy positions may be made according to the broad plan given in para 6.37.

67. For allocation of the existing personnel to the various Area Groups, the personnel should, as a first step, be given option to indicate their choice and thereafter the Implementation Committee referred to at para 3.40 and the Selection Board referred to at para 6.19 should jointly consider the issue and make their recommendation to the Personnel Division who should obtain the orders of the Prime Minister. (Para 6.38)

68. Till arrangements for promotion examinations are made, all posts earmarked for filling by promotion examination may be added to the promotion-by-selection quota and filled accordingly. When the holding of these examinations is commenced, all persons who will be deemed ineligible to take these examinations on account of their having longer length of service may be allowed to take two chances for competing in the said examination without, however, debarring them for consideration for promotion against selection quota. (Para 6.39)

Concluding Remarks

69. It is strongly recommended that the Government should take steps to frame a comprehensive Civil Service Act codifying the terms and conditions of service. (Para 6.41)

PART II—THE ADMINISTRATION

Existing Secretariat Set-up

1. A Joint Secretary should submit cases within his charge direct to the Minister, the file being returned to him through the Secretary. (Para 7.2)

2. The continuance of one U.D. Assistant and one L.D. Assistant in a Section appears unnecessary. Only one of them should be able to do both the jobs. (Para 7.2)

Secretariat-Department Relationship

3. The organisation of the machinery of the Government should be flexible enough to suit the varying circumstances of each case. (Para 7.8)

4. Where—

- (i) the functions of the Government are mainly developmental in nature;
- (ii) the Public Statutory Corporations exist to take care of the major efforts of the Government in those fields; and
- (iii) the bulk of the remaining functions will be transferred to the District Councils and other local councils;

the Departments should be merged with the Secretariat. (Para 7.9)

5. In the remaining cases (*i.e.*, other than those referred to in para 7.9) where the Government functions are mainly regulatory or promotional or service, training or survey and research or provision of services and supplies, the existing system may be continued. (Para 7.10)

6. The posts of Technical Advisers should be created in the Ministries where the Attached Offices or the executive Departments or Directorates will be integrated with the Secretariat. (Para 7.11)

7. In the areas where the Departments will be retained, the following procedure should be adopted for efficient disposal of government business:—

- (i) The proposal of the Head of a Department should not be scrutinised at a level lower than that of a Deputy Secretary

or an officer of his level in the Secretariat; a policy proposal should not, however, be turned down without placing the same before the Policy Advisory Committee;

- (ii) There should be no scrutiny of the technical aspects of the cases in the Secretariat;
- (iii) There should be no interference in the day-to-day operation of a Department by the Secretariat;
- (iv) The Heads of Departments should be allowed to have direct access to the Ministries in cases of disagreement, or might, in some instances after proper evaluation, be given *ex-officio* Secretariat status; and
- (v) In operational matters of importance, should the Head of a Department think it necessary, he may consult the Minister directly and thereafter keep the Secretary informed of it.
(Para 7.12)

8. The headquarters organisation of the Attached Offices or executive Departments in the areas of Development Administration like the following appears to be worthy of consideration for being integrated with the Secretariat to the extent that they meet the criteria mentioned in para 7.9:—

- (a) Agriculture, Animal Husbandry, Fisheries, Co-operative, Rural Development;
- (b) Irrigation and Power; and
- (c) Medical and Public Health, Education and Social Welfare.
(Para 7.13)

9. The Departments like the Police, Import-Export Control, Jatiyo Rakkhi Bahini, Vigilance and Inspection Bureau, National Security Intelligence, Roads and Highways, etc., will have to be retained. (Para 7.13)

10. The scheme of amalgamation, as suggested above, should be implemented on a phase basis in the case of three or four executive agencies. This should be thoroughly reviewed after three years, and

on the basis of review, the scheme should either be extended to other executive agencies or discontinued. (Para 7.14)

11. A number of study groups, dividing the entire range of governmental activities into a number of convenient sectors should be appointed to examine and recommend to the Government which of the Departments should be retained or amalgamated with the Secretariat. (Para 7.15)

12. In the new set-up, the role of the Secretariat should be limited to (i) Policy formulation; (ii) Planning; (iii) Evaluation of execution of the plans; (iv) Legislative measures such as the framing of Acts, Rules and Regulations; (v) Assisting the Minister in the discharge of his responsibilities to the Parliament; (vi) Personnel Management at the top level; (vii) Execution only in the areas where there is advantage in merging the Departments with the Secretariat; and (viii) Supervision of the work of the operating Departments where necessary. (Para 7.16)

Reorganisation of the Internal Structure of the Ministries

13. The existing pattern of staffing and the methods of work based on noting must give in a systematic manner to arrangements based on specialisations. This would call for the creation of cells in the Ministries, manned by the appropriate types of specialist, to look after work requiring specialised knowledge and competence, such as planning and financial management and personnel matters. (Para 7.19)

14. In the Ministries dealing with specific subjects as distinguished from those like Finance and Law which fulfil certain functions in respect of all the other Ministries, there should be three "Staff" Offices (in addition to the main office dealing with the subject), namely, (a) an Office of Planning and Policy; (b) a Chief Personnel Office; and (c) a Chief Finance Office. Each Ministry should have a Public Relations Office or Unit. (Para 7.20)

15. The Heads of Division having substantive work may deal directly with the Chiefs of three Staff Offices, as also with the Secretary and the Minister on matter of operational policy. Proposals having

a bearing on a long-term policy should, however, be processed through planning and policy office. The three Staff Offices may immediately be set up in all major Ministries dealing with specific subjects. After a period of three years, a review may be made and the arrangement strengthened or discontinued in the light of the findings of the review. (Para 7.20)

Office of Planning and Policy

16. This office should have three main functions: (a) overall planning; (b) strategic policy-formulating; and (c) servicing of the Policy Advisory Committee. (Para 7.21)

Personnel Office

17. For good personnel administration, a Chief Personnel Office should be created in each major Ministry.

Finance Office

18. The internal Finance Officer should be responsible to the Secretary of the Ministry for all aspects of financial management in the Ministry and its executive agencies. His main duties would be: (a) to be responsible for the preparation of the budget of the Ministry and in that connection, over-see the preparation of budgets in executive agencies attached to the Ministry; (b) to ensure that the expenditure is incurred in accordance with the standards and procedures for the purposes for which the same has been sanctioned; (c) to keep an eye on the pace of the expenditure against the budget allotment; (d) to develop an accounting system within the Ministry which enables the above functions to be carried out; (e) to develop reporting systems and to institute test checks to see that the financial administration of the Ministry operates in a healthy manner; and (f) to maintain active liaison with the Ministry of Finance. (Para 7.24)

Policy Advisory Committee

19. In each major Ministry, a Policy Advisory Committee should be set up to consider all important policy issues. The Committee should consist of Secretary, Heads of all Attached Departments, Chief

of Planning and Policy Office and such outside experts as the Minister may like to include. (Para 7.25)

Internal Policy Council

20. In every Ministry, there should be an Internal Policy Council headed by the Secretary which should meet once a week to discuss and try to settle all outstanding difficult cases pending for over a week and thus shorten the procedure and time for decision. (Para 7.26)

Department Council

21. In each agency, a Department Council consisting of all officers of the level of Junior Executive upwards should be constituted. This Council should meet once a month to review the work done in the said organisation, to deliberate on ways of improving efficiency and to discuss complaints against the same. In smaller Ministries, the Department Council should also function as Internal Policy Council meeting once a week. (Paras 7.26 and 7.47)

Reorganisation of the Attached Offices

22. When the Departments and Corporations are engaged in the same kind of work, there is no justification for their separate existence. (Para 7.30)

23. The primary consideration underlying the organisation should be homogeneity, rationality and manageability. A new executive agency should not be created without a thorough and critical examination of the capability of the existing organisations to tackle the new tasks. (Para 7.31)

24. Each executive agency, at least the major ones, should have a Personnel Cell which should look after day-to-day problems of personnel administration, career planning, training, development of personnel, etc. (Para 7.32)

Project and Execution Planning

25. Each major executive agency, engaged in developmental activities, should have a special cell in programme planning, staffed by persons possessing specialised knowledge of modern techniques in the field. (Para 7.33)

26. An important task of the Project Planning Cell should be the planning of projects execution. (Para 7.34)

Office Procedure and Expeditious Disposal of Work

27. For the expeditious disposal of work, a definite set of rules clearly defining the procedure and responsibility at each level should be framed quickly on the lines of the suggestions made in paragraphs 7.37 to 7.51. (Paras 7.35 to 7.51)

28. President's Order No. 9 of 1972 may be declared as temporary and a time limit may be announced after which the order will be repealed. (Para 7.52)

29. All postings should, as a rule, carry a minimum tenure of two/three years, and in-tenure transfers should only be made on very exceptional cases which should be thoroughly investigated and the officers concerned given a hearing to argue against the *bona fides* of the transfers before the Administrative Tribunal. if they so choose. (Para 7.52)

30. Failure to faithfully observe the methods and procedures of expeditious disposal of work at any level should be dealt with firmly and decisively. In serious cases, there should be provision for exemplary punishment. In cases where the work is done on schedule, adequate provision should be there for reward and appreciation of the same. (Para 7.53)

Ministerial and Departmental Organisation

31. The executive branch of the Government of Bangladesh should be reorganised on the basis of a minimum number of the functional Ministries, the operating units of which should be the functional Divisions. The responsibilities and functions assigned to the Divisions and Ministries should be capable of discrete operations. (Para 8.5)

Size of the Cabinet

32. The size of the Cabinet should not be too large to impose an undue burden of co-ordination on the Prime Minister. Instead of

increasing the size of the Cabinet, Ministers of State and/or Deputy Ministers may be appointed to assist the Cabinet Ministers in the performance of their increasing functions. (Para 8.6)

33. In order to make the decision in the Cabinet more manageable, incisive and precise and to quicken the decision-making process, the number of Cabinet Ministers including the Prime Minister may be as small as possible. The other Ministers may attend the Cabinet meetings by invitation when their subjects are under discussion or when the Prime Minister desires the participation of a certain Minister or Ministers in the Cabinet discussion. (Para 8.6)

Cabinet Procedure

34. No issue should ordinarily be brought before the Cabinet until it has been submitted to all the Departments concerned. Inter-Departmental issues should be settled as far as possible by mutual consultations. It is better to have a few Ministers without portfolio. This will enable them to give more time to Cabinet business and they can be appointed to serve on different committees. A solution to the problem of expediting Cabinet business may be found by a progressive diminution in the variety of the business. The rule that every proposal be accompanied by a well prepared memorandum should be strictly enforced. The memorandum should be circulated within reasonable time to enable the Ministers to come to the Cabinet better prepared. All controversial issues except those of the highest political importance should be delegated to the Cabinet Committees. (Para 8.7)

Committee System

35. There should be a number of Standing Cabinet Committees. such as:—

- (1) Committee for Administrative Reforms,
- (2) Committee for Agriculture,
- (3) Committee for Finance and Economic Policy (National Economic Council),
- (4) Committee for Food and Essential Supplies,
- (5) Committee for Foreign Policy,

- (6) Committee for Legislation,
- (7) Committee for National Security, and
- (8) Committee for Population Control and Health. (Para 8.8)

Prime Minister's Secretariat

36. The Secretariat of the Prime Minister should consist of two Wings—(a) Personnel and (b) Public. (Para 8.14)

Cabinet Secretariat (Ministry of Cabinet Affairs)

37. The Cabinet Secretariat may consist of the following:—

- (a) Cabinet Division,
- (b) Personnel Division (its functions have been discussed in Chapter VI),
- (c) Administrative Management and Reforms Division, and
- (d) Defence Division. (Para 8.15)

38. The National Statistical Organisation should be transferred from the Planning Commission to the Cabinet Division. (Para 8.18)

Common Services

39. The task of providing common services should also be transferred to the Cabinet Division from the Establishment Division. (Para 8.19)

Defence

40. The existing set-up of the Ministry of Defence may continue as a Division in the Cabinet Secretariat. (Para 8.20)

Ministry of Agriculture and Rural Development

41. All business relating to agriculture, forest, fisheries, livestock, co-operatives and rural development should be placed under one Ministry which should have an adequate number of Divisions each headed by an Additional Secretary or a Joint Secretary. The suggested Divisions are:—

- (a) Agriculture,
- (b) Rural Development and Co-operation, and
- (c) Forest, Fisheries and Livestock. (Paras 8.21 to 8.24)

Ministry of Communication and Transport

42. All the business relating to the transport and communication may be dealt with in one Ministry. To assist the Minister-in-charge, a Minister of State may be appointed for this Ministry. The suggested Divisions are:—

- (a) Civil Aviation,
- (b) Inland Water Transport, Ports and Shipping,
- (c) Post, Telegraph and Telephone,
- (d) Roads, Highways and Road Transport, and
- (e) Railways. (Para 8.25)

Ministry of Education

43. This Ministry should consist of three Divisions:

- (a) Education,
- (b) Scientific and Technological Research, and
- (c) Cultural Affairs and Sports.

The Minister may be aided by a Minister of State or a Deputy Minister. (Para 8.26)

Ministry of Finance

44. The existing Divisions of the Ministry may continue. (Para 8.28)

Ministry of Food

45. The existing Ministry of Food and Civil Supplies may be named as the Ministry of Food, dealing with the procurement, storage and movement of rice, wheat, sugar, salt and edible oil. The function of civil supplies should be transferred to the Ministry of Commerce. (Para 8.29)

Ministry of Foreign Affairs

46. In our foreign relations, more emphasis should be given in fostering favourable economic and commercial ties. In this light, a reassessment of the organisation of Foreign Office and Missions abroad should be made. (Para 8.30)

Ministry of Foreign Trade, Commerce and Civil Supplies

Existing organisation pattern of the Ministry may continue. (Para 8.31)

Ministry of Home Affairs

48. In view of the importance of law and order today, the Minister should be aided by a Minister of State. (Para 8.32)

Ministry of Industries

49. A new Wing for fuel supplies should be created in the Industries Division for an effective management of fuel supplies including coal, POL (petroleum, oil and lubricant) and gas. (Para 8.33)

50. The organisation and functions of the Nationalised Industries Division may be such as to enable it to effectively co-ordinate and assist the sector corporations without in any way impeding their operational autonomy. The Ministry should retain the direct responsibility for the supervision of the (i) organisational set-up, (ii) personnel management matters, (iii) pricing policy, (iv) budgetary matters and (v) investments of the sector corporations. It should delegate full responsibility for all other matters to the corporations. (Para 8.33)

Ministry of Information and Broadcasting

51. It may be worthwhile to examine if the Radio and TV could be combined under a single self-financing autonomous corporation. (Para 8.34)

Ministry of Jute

52. A separate Ministry of Jute should be established. This Ministry should be concerned with pricing, processing, marketing, export of jute and research on jute and jute products. The jute industry, in case of the establishment of a separate Ministry of Jute, should be transferred from the Nationalised Industries Division and placed under the new Ministry. (Para 8.35)

Ministry of Labour and Social Welfare

53. The present set-up of the Ministry may continue. (Para 8.36)

Ministry of Land Administration, Land Reforms and Local Government

54. Land Administration, Land Reforms (including Land Revenue) and Local Government should be combined into a single Ministry with the following two Divisions:—

- (i) Land Administration and Land Reforms, and
- (ii) Local Government. (Para 8.37)

Ministry of Law and Parliamentary Affairs

55. A Special Cell in the Law Division may be established for an early adaptation of the existing laws and introducing reforms in the legal system. (Para 8.38)

Ministry of Natural Resources

56. This Ministry should consist of the following Divisions:—

- (a) Mineral Resources,
- (b) Power, and
- (c) Flood Control and Water Resources.

The following Departments should be attached to this Ministry:—

- (i) Survey of Bangladesh,
- (ii) Geological Survey of Bangladesh, and
- (iii) Meteorological Department (from the Ministry of Defence).

(Para 8.40)

Ministry of Planning and Planning Commission

57. The Ministry of Planning should consist of two organs:—

- (i) The Planning Commission, and
- (ii) The External Resources Division. (Para 8.52)

58. The Planning Commission should be broad-based in its organisation covering all major and significant sectors of life, knowledge and expertise. The Planning Commission created for central and national leadership function should (a) be located at the highest level in the governmental structure where it can partake of the perspective and authority of the Cabinet itself and where it can transcend the interests of specialised Ministries; (b) be independent in its approach and authority; and (c) be given the most effective support in its efforts to set up an adequate organisation and to attract the best qualified staff available. (Para 8.42)

59. Because of the central role it has to play in directing the reconstruction and development programme of the country, its place should be in the office of the Prime Minister. (Para 8.43)

60. Once the plans and programmes and policies are approved, it is the responsibility of the executive Ministries and agencies to implement the same. Any involvement of the Planning Commission in day-to-day operational problems is counter-productive as it interferes unnecessarily in the working of the executive Ministries. (Para 8.45)

61. The Planning Commission should be the advisory and recommending body to the executive organisation of the Government, *i.e.* the Ministries and the Cabinet. (Para 8.45)

62. The Planning Commission may be entrusted with the following duties and responsibilities:—

- (a) Economic assessment,
- (b) Planning,
- (c) Project Review,
- (d) Development Progress and Appraisal, and
- (e) Programming of Foreign Aid. (Para 8.46)

63. The membership of the Planning Commission should include ~~in addition to two professional economists, at least one eminent scientist or engineer,~~ a senior administrator and an experienced sociologist or educationist. The Planning Minister

should be the Vice-Chairman of the Commission. An eminent professional economist should be designated as the Deputy Chairman of the Planning Commission as its executive and technical head. (Para 8.48)

64. The Planning Commission need not have any Secretary to the Government. There may be a Secretary to the Commission preferably in the rank and status of a Joint Secretary to the Government to look after the internal administrative matters of the Commission. (Para 8.48)

65. There should be a Public Administration Division in the Planning Commission. (Para 8.49)

66. A review of the organisational set-up and staffing pattern of the Planning Commission may be made. (Para 8.50)

External Resources Division

67. The External Resources Division should be headed by a Secretary and function as an independent Division under the overall supervision and control of the Deputy Chairman of the Planning Commission without, however, making it a part of the Planning Commission. The Planning Minister would obviously be the Minister for this Division. (Para 8.51)

Ministry of Public Health and Population Control

68. The Family Planning Division should be renamed as the Population Control and Family Planning Division. (Para 8.53)

69. In order to give emphasis on population control measures, the Minister himself should keep the subject of Population Control with himself leaving Public Health to a State Minister. (Para 8.53)

Ministry of Public Works and Urban Development

70. The existing set-up of the Ministry of Public Works and Urban Development may continue. (Para 8.54)

Ministry of Relief and Rehabilitation

71. The existing set-up of the Ministry of Relief and Rehabilitation may continue on a temporary basis. (Para 8.55)

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Proposed Ministries and their Main Business

72. The proposed Ministries may, for the time being, be as listed at para 8.56.

73. The main business of the proposed Ministries and the organisations that may be placed under them may be as shown in Appendix VI. (Para 8.58)

Size of the Secretariat

74. The proposed Administrative Reforms and Management Division should undertake the task of staff review in consultation with the Ministry of Finance and the concerned Ministries. (Para 8.59)

Ombudsman and Administrative Tribunals

75. The appointment of an Ombudsman and the setting up of Administrative Tribunals as envisaged in Articles 77 and 117 of the Constitution may be made by an early date. (Para 8.61)

Co-ordination

76. It is necessary that the Rules of Business for the Secretariat and various other rules and regulations are updated and finalized quickly to remove overlapping and confusion with regard to division of functions and procedures for work. (Para 8.65)

77. There should be a central monitoring system for identifying major bottlenecks/problems and for suggesting quick remedial measures. (Para 8.66)

78. The Cabinet Committees including the National Economic Council may, among them, cover all the Ministries and provide the most suitable area for finalising policies involving inter-Ministerial activities and resolving inter-Ministerial conflicts. These Committees may be served by the Secretaries Committees which should study and analyse in depth various issues and illuminate policy choices and suggest solutions before the Cabinet Committees. (Para 8.67)

Delegation of Financial Powers

79. The Ministry of Finance should use the budget as the principal means of financial control and delegate rest of the expenditure powers to the administrative Ministries. The budget should be carefully prepared after detailed examination. Once the budget has been passed by the Parliament, the administrative Ministries should have full powers to incur the expenditures sanctioned in the budget without reference either to the Ministry of Finance or to any Financial Advisers. The posts of Financial Advisers and their deputies should be abolished. (Para 8.73)

80. Reference to the Ministry of Finance should be made only in respect of the items listed in para 8.73.

81. The proposed delegation of financial powers to the administrative Ministries should extend to the powers for the creation of additional posts within the ceiling of sanctioned amount and reappropriation of fund among the minor heads of account. (Para 8.74)

82. If resources are not generated in the manner expected, necessitating cutting down of expenditure already sanctioned, the Ministry of Finance should propose revised budgetary proposals altering the priorities assigned in the budget passed by the Parliament. (Para 8.75)

83. The system of programme-based budget may be adopted as early as possible. (Para 8.76)

84. As the expenditure control powers are proposed to be transferred to the administrative Ministries, post audit arrangements should be strengthened and it would be worthwhile to consider the departmentalisation and mechanisation of accounts and introduction of a system of concurrent audit. A committee of experts may be appointed to work out the details. (Para 8.76)

Public Accounts Committee

85. The Public Accounts Committee should be strengthened and its continuous functioning may be ensured to make sure that the funds provided for specific purposes are properly used. (Para 8.77)

Size and Population of Districts

86. The Subdivisions with necessary territorial adjustment should be converted into Districts. Necessary territorial adjustment of the Subdivisions can best be done after the next Census to be held in February, 1974. However, smaller Subdivisions like Meherpur and Chuadanga may be combined to form one District. Similarly, large Subdivisions like Noakhali Sadar might have to be broken up while converting them into District. The upgradation of the Subdivisions into Districts may be attempted in a planned manner spread over a number of years. On conversion into Districts, the Subdivisions would disappear as units of administration. A Boundary Commission should be set up to go in depth into the whole problem of the size of the future District from all conceivable points of view. (Para 9.28)

Separation of the Judiciary from the Executive

87. For the discharge of magisterial functions of purely judicial character, a separate hierarchy of Judicial Magistrates should be created in the Districts under the control of the Supreme Court. The Deputy Commissioners and the Subdivisional Officers may remain as executive Magistrates along with such other Magistrates as may be designated as executive Magistrates if necessary and deal with quasi-judicial and judicial matters of administrative nature. The Government should set up a committee consisting of experts to devise ways and means more elaborately to ensure the separation of the Judiciary from the Executive. (Para 9.32)

Public Order

88. Till the responsibility for the maintenance of Public Order is transferred to the Zilla Parishad, the Deputy Commissioners must continue to have their supervisory role over the Police Force. (Para 9.39)

Revenue Administration

89. The responsibility of Revenue Administration need not be transferred to the Zilla Parishad and the present field set-up of the Revenue Administration in the District may continue. (Para 9.43)

Reorganised Role of the Deputy Commissioner

90. Consequent to the transfer of the responsibility of intra-district development activities to the Zilla Parishad, the following may be the responsibility of the Deputy Commissioners:—

(a) Maintenance of Public Order;

(b) Co-ordination of the activities of law enforcing agencies in the District, *viz.* the Police, the Rakkhi Bahini, the Bangladesh Rifles, and the Customs specially in respect of anti-smuggling measures;

(c) Exercise of powers under Chapters VI to XII of the Code of Criminal Procedure for the prevention of the breach of peace;

(d) Co-ordination of the work of inter-district development agencies such as generation and transmission of power, large scale irrigation, national roads and highways, which cannot be transferred to the "Zilla Parishad";

(e) Collection of land revenue and land management, land administration and settlement of disputes arising from land grants, survey and settlement, acquisition of land for public purposes and payment of compensation, disbursement of loans and grants, transfer of properties, maintenance of the record of rights and the like;

(f) Purposeful and periodical inspection of the thana and union areas and other officials under his command;

(g) Assessment and collection, remission and reviews of taxes;

(h) Administration of regulatory functions under various Statutes and control orders including levies, procurement and release of food-grains, regulating supplies of essential and scarce commodities, like cement, iron, sugar, kerosene oil, etc.;

(i) Issue of permits and licenses for such things as arms, explosives, petroleum and cinemas, issue of passports, extension of visas and control of foreigners;

(j) Attention to natural calamities like fire, floods, cyclones, famine and expeditious redressal of citizen's grievances germane to these functions;

(k) Miscellaneous functions and duties provided under various Acts, such as Registration, Treasury, Jails, etc., and residuary executive duties;

(l) Protocol duties; and

(m) Systematic and regular tours. (Paras 9.45 to 9.51)

Development Administration

91. The Zilla Parishad should be given the responsibility of the intra-district Development Administration. (Para 9.54)

92. In view of the present state of development, it may not be possible to transfer to the Zilla Parishad many functions which are of national importance, complex and inter-district in nature. (Para 9.54)

93. The services of all officers engaged in intra-district development activities in a District should be transferred to the Zilla Parishad along with the grants for those activities. The officers would, however, be transferable from one District to another by their respective parent Department. (Paras 9.55 and 9.56)

94. For the proper supervision and co-ordination of the developmental activities, the Zilla Parishad should constitute a number of committees and sub-committees. Although the officers and staff of corporate sector would not be transferred to the Zilla Parishads, nevertheless, their work which are not inter-district in nature should be performed within the overall co-ordination of the Zilla Parishads. (Para 9.57)

Divisional Administration

95. Many of the statutory functions of the Divisional Commissioners can be transferred to the District Officers and the rest to the Government. The post of Divisional Commissioner can thus be abolished and the Divisions as administrative tiers may disappear. (Para 9.58)

96. The regional, circle or range, etc., offices should be reorganised mainly as inspectorates in the cases of the development Departments. For the supervision of the work of the Deputy

Commissioners, the Government should create posts of Vigilance Commissioners. Their duties may include regular inspection of the offices of the Deputy Commissioners and giving them such guidance as they may require from time to time. They should also receive till Administrative Tribunals are set up, public complaint in respect of any office, enquire into the same and suggest remedial measures which should not be ignored except under orders of the Government. The jurisdiction of the circle/range/region/inspection offices may be conveniently determined depending on the work-load and complexity and need not be territorially similar in all cases. (Para 9.59)

Regional Planning Authorities

97. It would be appropriate to set up Regional Planning Authorities for the quick development of certain special areas. (Para 9.60)

Thana Administration

98. As in the case of the District Administration, the responsibility of the Development Administration should be transferred to the Thana Parishad which is to be constituted in accordance with constitutional provision. The responsibility of regulatory and static administration should continue with the Government along with the development functions retained by it as indicated at para 9.54. (Para 9.63)

Regulatory and Static Administration at Thana Level

99. The regulatory and static administration at thana level should include the following:—

- (i) Judicial Magistracy,
- (ii) Civil Judicial Administration,
- (iii) Land Revenue Administration and Land Management,
- (iv) Food and Civil Supplies,
- (v) Public order,
- (vi) Registration,
- (vii) Ansars, Customs and Excise, etc. (Para 9.64)

Union Administration

100. Excepting that there should be outposts of Police Stations in the Thana, it would not be possible to immediately deploy at this level officers of regulatory and static Departments of the Government. The Development Administration in a Union should be the responsibility of the Union Parishad to be constituted in accordance with the constitutional provision. (Para 9.65)

Union Parishad

101. There should be a Union Parishad in every Union in accordance with Article 59(1) of the Constitution. There should be 5000 Union Parishads in Bangladesh. Each Union Parishad should consist of 9 to 15 electoral units, each unit comprising 1000 to 1500 persons. (Para 10.7)

Membership of the Union Parishad

102. Each Union Parishad should consist of 9 to 15 members approximately one member for every 1000 persons in a Union. All the members should be directly elected for a term of five years on the basis of universal adult franchise. A person who is a member of any other local body or of the Parliament should not be eligible to become a member of a Union Parishad. (Para 10.8)

Chairman and Vice-Chairman of the Union Parishad

103. In addition to the 9 to 15 members, a Chairman and a Vice-Chairman for every Union Parishad should be elected directly by the entire Union on the basis of universal adult franchise. (Para 10.9)

104. A person who is a Chairman or a Vice-Chairman or a member of any other local body or of the Parliament should not be eligible to become a Chairman or a Vice-Chairman of a Union Parishad. (Para 10.9)

105. All executive powers of the Union Parishad should be vested in the Chairman and should be exercised by him directly or through a person authorised by him in accordance with the rules. (Para 10.10)

106. The Vice-Chairman of the Union Parishad should perform the functions of the Chairman during the casual absence of the Chairman and in the event of suspension of the Chairman (cf. para 10.66). In cases where the unexpired period of the term of the suspended Chairman is less than six months, no fresh election should be held and the Vice-Chairman should act as Chairman. (Para 10.11)

Functions of the Union Parishad

107. The proposed functions for the Union Parishads may be seen at Appendix VIII. (Para 10.12)

Staff of the Union Parishad

108. Every Union Parishad should have a Secretary and an Accountant. (Paras 10.13 and 10.14)

109. Of the officers posted at union level, the services of Union Agricultural Assistant, Sanitary Assistant and the Public Health Mechanic, etc., should be placed at the disposal of the Union Parishad. The designation of the Union Agricultural Assistant may be changed to that of a Union Agricultural Organiser. He should be a multipurpose extension agent for agriculture, livestock, fisheries, etc., as it would not be possible to appoint officers at union level for all the subjects for the present. (Para 10.15)

Finances of Union Parishad

110. The Government of Bangladesh would have to make substantial grant to the Union Parishad. (Para 10.19)

Thana Parishad

111. There should be a Thana Parishad in every Thana in accordance with Article 59(1) of the Constitution so that the Local Government in a Thana can be entrusted to an elected body. Two members from every Union within a Thana not being Chairman, Vice-Chairman or members of any local body or of the Parliament may be elected to the Thana Parishad on the basis of universal adult franchise. (Para 10.21)

Chairman and Vice-Chairman of the Thana Parishad

112. As in the case of the Union Parishad, a Chairman and a Vice-Chairman for every Thana Parishad may, in addition to the members, be elected directly by all the voters in a Thana on the basis of universal adult franchise. Their duties and functions may also be analogous. (Para 10.22)

Functions of the Thana Parishad

113. The functions that may be entrusted to a Thana Parishad may be seen at Appendix VIII. (Para 10.23)

Staff of the Thana Parishad

114. Apart from the officials of the various Ministries and Departments working at the thana level whose services would be transferred to the Thana Parishad along with development work that they would be performing, a Thana Parishad will need a few more officials. The Parishad should have a Secretary. In addition, there should be a Chief Executive Officer of the Thana Parishad who should be the principal staff officer of the Chairman of the Thana Parishad. He should also be designated as the Thana Development Officer so that he can, under the guidance of the Chairman, co-ordinate all developmental activities in a Thana. (Para 10.24)

Committee System of Work in the Thana Parishad

115. A Thana Parishad should transact its business through various committees or sub-committees, consisting of such number of its members and co-opted members as necessary. The relevant employees should also be the members of the relevant committees. (Para 10.25)

116. The committees of a Thana Parishad should be utilised to ensure effective co-ordination between the work of the Thana and Union Parishads by including in the committees members from the Union Parishad inclusive of its Chairman and Vice-Chairman. These committees should also work in co-operation with the committees of the Zilla Parishad. (Para 10.27)

Income of the Thana Parishad

117. The Thana Parishad should have some independent sources of income. (Para 10.29)

Thana Development Administration

118. A Thana Parishad should be responsible for all the developmental activities within the Thana. (Para 10.30)

119. The services of all officers in a Thana, engaged in Development Administration, not necessary to be retained by the National Government, should be placed at the disposal of the Thana Parishad. (Para 10.31)

120. The Extension Officers should be borne on the cadres of their respective Departments (known as their parent Departments), but their services, as has already been suggested, should be placed at the disposal of the Thana Parishad for administrative and operational purposes. Their activities should be co-ordinated by the Thana Development Officer. (Para 10.33)

121. The common functions and duties of the Extension Officers should include:—

- (1) Assisting and advising the Thana Development Officers in all matters, concerning their respective specialities;
- (2) Collecting and supplying to village people and their organisations at all levels available technical knowledge and other available data;
- (3) Satisfying the questions raised by the village people about the improved methods of agriculture, animal husbandry, etc.;
- (4) Collecting and supplying of information about the detailed schemes and to render all help when necessary;
- (5) Keeping in touch with policy developments in their parent Departments;
- (6) Providing technical support to union level Assistants; and
- (7) Participating in Thana Training and Development Centre Programme. (Para 10.34)

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Thana Development Officer

122. The duties and responsibilities of the Thana Development Officers should include the following:—

- (1) Acting as the principal staff officer to the Chairman of the Thana Parishad;
- (2) Organising all attempts to ensure that the objectives, methods and contents of the development projects are understood by the village people throughout the Thana;
- (3) Designing an integrated working plan for the Thana;
- (4) Guiding and supervising the work of the officers and staff in the Thana;
- (5) Properly utilising the funds and maintaining accounts and records;
- (6) Ensuring that the initiative comes from the villagers;
- (7) Building up stocks of equipment necessary for the community developmental activities and establishing and maintaining supply lines in order to achieve timely execution of the plans;
- (8) Arranging regular staff meetings for discussion;
- (9) Organising and properly running the Thana Training and Development Centre; and
- (10) Touring the Thana for prescribed number of days. (Para 10.37)

Co-ordination of Rural Development

123. On transfer of the Integrated Rural Development Programme (I.R.D.P.) to the Local Government, the Thana Parishads are expected to perform the most important role in the execution of the programme in that these Parishads would be responsible for the running of the Thana Training and Development Centres. The Zilla Parishad would have to play an equally important role, as these Parishads would have the overall responsibility for the execution of all development projects in the Districts. The present corporate status of the programme would logically disappear. A suitable organisation in the Ministry would have to be created to take over the supervisory.

planning and financing role of the present corporate body. (Para 10.42)

Zilla Parishad

124. The Zilla Parishad should be directly elected by the people of the District on the basis of universal adult franchise. A member of the Zilla Parishad should not be a Chairman or a Vice-Chairman or a member of any other local body or of the Parliament. The number of members may be 25 for a population of 10 to 12 lakhs. (Para 10.43)

125. For ensuring effective co-ordination of the activities of the Zilla, Thana and Union Parishads, members from the Thana and Union Parishads should also be taken in the committees and sub-committees of the Zilla Parishad. Persons from outside may also be co-opted to the committees. The Heads of the various Departments should be members of the relevant committees. (Para 10.44)

Chairman and Vice Chairman of the Zilla Parishad

126. The more practical method of electing the Chairman and the Vice-Chairman of the Zilla Parishad would be to elect them by an electoral college consisting of all the Chairmen, Vice-Chairmen and members of the Union and Thana Parishads within a District. Although this method of election would confer double privilege on the members of the electoral college, there seems to be no alternative to this system till such time the direct method of electing the Chairman and the Vice-Chairman of the Zilla Parishad could be adopted. The Chairman or the Vice-Chairman of the Zilla Parishad should not be a Chairman or a Vice-Chairman or a member of any other local body or of the Parliament. (Para 10.45)

127. The status of the Chairman should be enhanced to that of a Deputy Minister. He should be the Chief Executive of the Parishad. The executive powers of the Parishad should be vested in him. (Para 10.46)

128. The Vice-Chairman of the Zilla Parishad should perform all the functions of, and exercise all the powers of the Chairman during

his absence or when he is under suspension or when he is otherwise unable to perform his duties and functions. (Para 10.48)

Functions of the Zilla Parishad

129. The functions that may be transferred to the Zilla Parishad may be seen at Appendix VIII. (Para 10.50)

Rolé of the Zilla Parishad

130. The Zilla Parishad should guide and supervise the administrative machinery in the District and also the work of the various categories of officers working at the district level. (Para 10.51)

Officers of the Zilla Parishad

131. The services of the officers entrusted with the development work that would be transferred to the Zilla Parishad should be placed at the disposal of the relevant Parishad. These apart, the Zilla Parishad will need a few high officials such as the Secretary to the Parishad, a Finance Officer and a Chief Executive Officer. (Para 10.54)

132. The Chief Executive Officer should be the principal staff officer to the Chairman of the Parishad. He should also be the channel through which the policy decision and general instruction should be communicated to the different departmental officers from the Ministries, Departments and other higher authorities. He may also be entrusted with certain supervisory powers in respect of the activities of the Thana and Union Parishads. (Para 10.54)

Local Government Service

133. The National Government should be responsible for recruitment, training and inter-district deployment of the officers transferred to the Zilla Parishad. It should have in respect of these officers all the powers that the former provinces had in respect of former All-Pakistan and Central Services officers deputed to work under them. These powers would, therefore, extend to local promotion and transfer; minor punishment such as suspension and reduction in pay; recording of annual performance; etc. Obviously, the National Government

would continue to provide funds to the Zilla Parishad enabling it to pay the officers transferred to it, along with the work devolved on the Parishad, from the National Government. The same should be the case with the employees working under the Thana Parishad and the Union Parishad. (Para 10.55)

134. A small committee may be appointed to examine the problem and recommend formula for integrating the local council employees in the Ten National Grades. (Para 10.56)

135. If, consequent on the integration in the National Scale of Pay, a local council gets saddled with liability higher than its ability, the National Government will have to come to its rescue. (Para 10.56)

Finances of the Local Bodies

136. If the Zilla Parishad and other local bodies are to perform their functions adequately, steps will have to be taken to augment their income. (Para 10.58)

Augmentation of the Income of the Local Bodies

137. The necessary funds for the execution of the programmes and projects transferred to the local bodies should be made available to them as development grants by the Government in addition to the fund as establishment grants necessary to pay the officers deputed to them. (Para 10.59)

138. The local bodies, viz., the Zilla and Union Parishads should continue to have, subject to the approval of the Government, statutory authority to impose direct taxes on the items enumerated in para 10.60.

139. In addition, the local bodies should have additional sources of income as listed in para 10.61. The Government should set up a committee to examine the financial condition of local bodies at all levels and suggest measures for the betterment of the same. (Paras 10.61 and 10.63)

Municipalities

140. In every urban area having a population of 20,000 or more, a Municipality may be constituted. Every Municipality may be divided into a number of suitable wards. From each ward, three members

may be elected to the Municipal Committee (Pourashava). The Chairman and the Vice-Chairman of the Pourashava may be elected on the basis of the universal adult franchise by the voters of the entire municipal area. (Para 10.64)

141. The Municipalities should assume responsibilities of town planning as indicated in Appendix VIII. The Dacca Pourashava may be upgraded to a Municipal Corporation. In the event of such upgradation, the Corporation should assume the full responsibility of water supply and sewerage services in the City. (Para 10.65)

Removal of Chairman, Vice-Chairman and Member of Local Bodies

142. If a vote of no-confidence is passed against a Chairman, a Vice-Chairman or a member of the Parishad of a local body by two-thirds of the total number of members of the Parishad on any of the following grounds:—

- (a) abuse of powers or of any misconduct in the discharge of duties,
- (b) causing loss or misapplication of any money or property of the Parishad,
- (c) absence without reasonable excuse from three consecutive meetings of the Parishad, or
- (d) refusal or physical disability to discharge duties and functions,

then the said Chairman or Vice-Chairman or member may be deemed to have been suspended and fresh election may be held to fill the position within a period of three months from the date of passing the vote of no-confidence. (Para 10.66)

143. If a Chairman, a Vice-Chairman or a member of the Parishad of a local body is, convicted by a Criminal Court for offences of moral turpitude or earns any other disqualification as may be specified by law, his position should automatically stand vacated and arrangements may be made to hold re-election within a period of three months. (Para 10.67)

144. If a dispute arises as to whether a Chairman or a Vice-Chairman or a member of the Parishad of a local body has, after his election, become subject to any of the disqualifications and should vacate his office, the dispute may be referred by the Parishad-concerned to such judicial authority as may be specified by law to settle the issue. (Para 10.67)

Relation between the National Government and the Local Bodies

145. Through the system of grant-in-aid, the National Government will literally buy the right to inspect, to criticise, to suggest, to audit and to regulate particular services operated by the local authorities. (Para 10.69)

146. The other methods of supervision and control of the local bodies by the National Government should be:—

- (a) Approval by the National Government of local ordinance or by-laws as they are called;
- (b) The sanction required before a local authority can raise money by loans;
- (c) The exercise by the Ministers and the Administrative Tribunals of judicial powers in certain matters where local authorities are concerned;
- (d) The requirements that local authorities should submit development schemes for approval to the various Ministries and Departments;
- (e) The possession by the appropriate Minister of "default powers" which would enable him to act in place of a local authority which fails to carry regulation and direction in regard to specified matters; and
- (f) The right to appoint officials to audit the accounts of the local authorities. (Para 10.70)

147. The concrete measures for the development of the appropriate relations between the National Government and the local bodies should be as indicated in paragraphs 10.72 to 10.75.

PART III—THE PROCEDURE

CHAPTER XI

Accounting and Audit System

1. District Accounts Offices should be set up in place of Treasuries in all the districts excluding Sylhet, Comilla, Noakhali and Chittagong where such offices have already been set up. (Para 11.34)

2. The extension of the pre-audit system in its present form appears to have little justification. Instead, the facilities of drawal of funds through cheques to be drawn by the departments themselves as are presently available to P.W.D., Forests, P.T. & T., etc., should be extended to the major spending departments of the Government, viz., Agriculture, Livestock, Education, Food, Health, Family Planning, etc. The Government may, in consultation with the Comptroller and Auditor-General, declare which of the departments should be considered as major spending departments. The other departments should, however, continue to draw the funds in the usual manner. (Para 11.38)

3. The proposed extension of the facility of drawal of funds through cheques to be drawn by the major spending departments themselves, would necessitate the strengthening of the post-audit system. (Para 11.39)

4. As a result of the introduction of the proposed system, a good number of experienced staff who would be released from the office of the Accountant-General, should be utilized as concurrent pre-audit and accounting staff of the department, and also of the District Accounts Offices. The rest of the requirements of the staff of the District Accounts Offices should be met by the proper training of the existing treasury staff. (Para 11.41)

5. Each Ministry should declare the drawing and disbursing officers in respect of the major spending departments authorising them to draw the funds by cheque. The Ministry should themselves decide the level of officers up to which such authorisation would be made. The authorisation would, however, have to be issued at least up to the district level officers and in some cases up to the level of subdivisional officers till such time the existing subdivisions continue. Concurrent

pre-audit staff should be posted to the offices of each drawing and disbursing officer. Where the work-load in the office of the drawing and disbursing officer would not justify the posting of a whole-time concurrent pre-audit officer, the said officer may not be given the power of drawing funds by cheque. (Para 11.44)

6. As soon as the budget is passed, the Ministries should issue orders placing funds at the disposal of the respective drawing and disbursing officers indicating the respective heads of accounts. While issuing these orders, the Ministries should indicate the Banks from which the drawing and disbursing officers would draw the funds. Needless to mention that such Banks would only be those who have assumed the cash business of the Treasury.* Copies of these orders should be endorsed to the Accountant-General, Bangladesh and the respective District Accounts Offices in addition to the Banks and the offices concerned. As soon as the orders are issued, the respective offices should be deemed to have been placed in account with the Banks concerned. The Banks and the audit officers should ensure that the drawals do not exceed the funds available under respective heads. The issue of orders by the Ministry placing funds at the disposal of the drawing and disbursing officers should be subject to the quarterly release of funds by the Ministry of Finance in keeping with the ways and means position of the Government. (Para 11.45)

7. The above arrangements would leave out a number of officers at lower levels who would not be authorised to draw funds by cheque. The respective drawing and disbursing officers should draw funds in lump in suitable instalments for these officers and arrange to transmit the same to them by bank drafts avoiding transportation of cash in bulk. The officers concerned, on receipt of the bank drafts, may open bank accounts at the place of their own offices. It should, however, be ensured that funds not required for immediate payments are not drawn. (Para 11.46)

8. The Banks should send daily statement of accounts of all amounts drawn from them to the District Accounts Offices indicating the relevant heads of accounts under which the funds have been drawn. The District Accounts Offices should consolidate these drawals under

relevant heads and send consolidated accounts every month to the Accountant-General, Bangladesh, endorsing a copy of the same to the relevant Ministry. The respective drawing and disbursing officers should also send consolidated monthly statement of accounts under appropriate heads to the Ministries endorsing a copy of the same to the Accountant-General. (Para 11.47)

9. Under the proposed system, the Ministries will have to assume greater responsibility in the maintenance of accounts under proper classification. (Para 11.48)

10. Expert Committees should be set up at first to work out the technical details and then, to implement these recommendations carefully. (Para 11.49)

CHAPTER XII

Procedure for Sanction and Disbursement of Pension

1. An executive order in the form of a circular should issue to the effect that if the official concerned does not submit his pension application within the stipulated time, *i.e.*, six months in advance of his retirement, the responsibility will be his, in case any delay occurs in granting the pension. (Para 12.7)

2. The Ministry/Department should satisfy itself that entries relating to verification of one's services have been duly made in his service book and that necessary certificates have been recorded therein and that no entry is allowed to fall in arrear in any case. The completed service books should be shown to the Government servants concerned. A duplicate copy of the service book should also be maintained by the Ministry/Department. If the officials in charge of this work fail in their duty, departmental action should be taken against them for their inefficiency and necessary entries made in their A.C.R. in this regard. (Para 12.8)

3. The Audit Office should ensure that the non-gazetted portion of the service of gazetted officers have been verified and also entered in the History of Services of Gazetted Officers. The History of Services should contain more detailed information. A duplicate copy

of the service book should also be maintained by the Ministry/Department. For confirmation, a copy of the History Sheet should be sent to each gazetted officer concerned. (Para 12.9)

4. Following steps should be taken to obviate the difficulty in the issue of "No Demand Certificate": (a) as soon as pension application is received from a Government servant, his Ministry/Department should alert the State Office so that his rent account is brought up to date and outstanding dues are realised by the date of his retirement. If the Estate Office fails to intimate by the date of retirement of the person concerned, then issue of P.P.O. should not be held up. Any demand coming to notice within one year of one's retirement should be deducted from his pension and the Estate Office should be responsible and liable to explanation for any demand coming to notice after that period; (b) recovery of unsecured advance should be secured by the date one retires; (c) if secured advances, such as house building advance, motor car advance, etc., remain to be recovered on the date of retirement, such outstanding dues should, in the existing cases, be realised from his pension/gratuity; and (d) in future cases, where any advance is granted to a Government servant, a condition should be added to the effect that in the event of death, removal, resignation or retirement of the officer taking the advance, the outstanding amount of the advance and interest, if any, should be recovered from the pension and/or gratuity of the officer concerned. (Para 12.10.1)

5. Instead of the Audit Officer, the sanctioning authority itself should issue the Provisional P.P.O. quickly but not earlier than a fortnight before the actual date of his retirement so that the retiring official starts getting pension as well as gratuity from the day he proceeds on retirement after obtaining an undertaking from him for effecting the recovery of the excess amount of pension and gratuity if drawn by him. After the issue of the Provisional P.P.O., pension papers should be sent to the Audit Officer for scrutiny and report. On receipt of the report from the Audit Officer, the sanctioning authority should issue the final P.P.O. immediately adjusting any amount if drawn by him in excess of the actual amount of pension and gratuity. (Para 12.11)

6. To tackle the problem of transferable non-gazetted staff, the head of office where he last served should be authorised to issue the Provisional P.P.O. pending final sanction by the proper sanctioning authority. (Para 12.12)

7. In order to facilitate the drawal of pension by the pension holders living in rural and urban areas and also to reduce pressure on the Treasuries and Sub-Treasuries, the Nationalised Banks having branches in the rural areas should also be authorised to disburse pension to the pensioners residing in the respective areas. The existing pensioners should also be allowed the option either to continue to draw their pension from the Treasury/Sub-Treasury or to draw the same from any branch of the Nationalised Banks selected by them. (Para 12.13)

8. The pensioner while submitting his application for pension should indicate the name of the Treasury/Sub-Treasury or that of the Bank and its branch from which he intends to draw his pension. The sanctioning authority should direct that particular Treasury/Sub-Treasury or branch of the Bank to pay the sanctioned pension to the person concerned. (Para 12.14)

9. Certain officials posted in rural areas such as Circle Officers, Thana Project Officers, Thana Agricultural Officers, etc., should be authorised to issue 'life certificate' in the cases of pensioners drawing pension from the Treasury/Sub-Treasury. In the case of those drawing pension from the Nationalised Banks, the respective Banks should be authorised to issue 'life certificate'. (Para 12.15)

10. The present restriction on the submission of pension bills should be done away with. As disbursement of pension would now be done through the Nationalised Banks also, the pensioners would deposit their pension bills to the Treasury/Sub-Treasury or to the Banks concerned, on any day irrespective of the amount of pension they receive. (Para 12.16)

11. Production of 'residential certificate' should not be necessary if the pensioner is required to intimate the Treasury Officer or the Bank any change of address. (Para 12.17)

12. Drawal of pension through Banks should be strictly limited to the personal account of the pensioner and in no case should the deposit of such money be allowed to a joint account. (Para 12.18)

13. The present limit of pension payable through money order should be raised from Tk. 30 to Tk. 100 and the practice of sending them at Government expense should continue. (Para 12.19)

14. In cases of outstanding arrears of pension which remain undrawn for more than a year, the Deputy Commissioner should be authorised to allow the payment of such arrears. The limit of pension payable as arrears should be raised from Tk. 1,000 to Tk. 5,000. (Para 12.20)

15. In general, pension should be calculated on the basis of the last pay drawn. Only for those who have reverted from a higher scale of pay to a lower one during the last twelve months, pension should be calculated on the basis of the average emoluments of last twelve months. (Para 12.21)

16. Payment of pension should be allowed on the last working day of the month, if the first few days of the succeeding month (ranging from 4 to 6 days or more) are public holidays. (Para 12.22)

CHAPTER XIII

Procedure for Granting Commutation of Pension

1. The pensioner desiring to commute a certain portion of his pension should be medically examined *only once*. (Para 13.4)

2. Sanctioning authority should, without referring either to the Medical Officer or the Health Services Department, refer the applicant direct to the Standing or Special Medical Board constituted in the Modernised Hospital in the subdivision or district and if there is no Modernised Hospital in the subdivision or district, then to the Standing or Special Medical Board constituted in the nearest Medical College Hospital for holding the medical examination. (Para 13.4)

3. The medical report of the applicant should be sent by the Medical Board direct to the sanctioning authority, who, in consultation with the Accountant-General and the Ministry of Finance, should issue necessary orders sanctioning the commutation, if he is found medically fit. (Para 13.4)

CHAPTER XIV

Procedure for the Maintenance of and the Withdrawal from the G.P. Fund Account

1. In the case of gazetted and non-gazetted transferable officers, the only functions to be performed by the Accountant-General's Office will be to assign account numbers, open accounts, maintain nomination papers and contingent notice and deal with insurance policies financed from the GP Fund, rest of the functions being decentralised. Similarly, in the case of non-gazetted non-transferable subscribers these functions will be performed by the respective D.A.O. (Para 14.19)

2. The subscriber should continue to make payment towards the GP Fund account and also to make repayment of the advances even when he is on leave on average pay. (Para 14.20)

3. Following steps should be taken to remove delays in final payment due to delay in receipt of application for want of required particulars and documents and delay in determining the actual payees by the departmental authority:

- (a) Nomination papers of the subscribers should be traced out by the Accountant-General's Office/D.A.O. at least one year before the final payment and kept available, if needed, for finalising the payment. Fresh nomination should be called for if previous nominations are not traceable; and
- (b) Insurance policies financed from the GP Fund should be traced out by the Accountant-General's Office/D.A.O. and kept available for reassignment in favour of the subscribers, when occasion for such reassignment arises. (Para 14.21)

4. The decentralisation of the GP Fund system presupposes decentralisation of the accounting system. The District Accounts Offices on the model of those now operating at Sylhet, Comilla.

Noakhali and Chittagong should be opened in the remaining Districts of the country except Dacca where the Accountant-General's Office is situated. The District Accounts Offices should deal with the monthly payments of salary of the gazetted and non-gazetted officers posted at the district headquarters and sadar subdivisions. In the outlying subdivisions, Sub-Treasuries should act in the same manner. (Para 14.22)

5. The functions relating to the maintenance of the GP Fund account should be taken away from the Accountant-General's Office/D.A.Os. and handed over to the Nationalised Banks. The Banks should operate these accounts through a four-point formula as indicated below:—

- (a) On application, the Accountant-General's Office/District Accounts Offices will assign an account number to the intending GP Fund subscriber and authorise him to open a GP Fund account in a Nationalised Bank nominated by the subscriber. In the case of gazetted officers, at the beginning of a month two cheques—one for pay and the other for GP Fund—should be issued from the Accountant-General's Office at Dacca, from the District Accounts Offices in all other district headquarters and sadar subdivisions and from the Sub-Treasuries in the outlying subdivisions directly. In the case of non-gazetted employees, the Accountant-General's Office, the District Accounts Offices and the Sub-Treasuries should issue a consolidated cheque to the disbursing officer of the offices concerned who will deposit the cheque to an authorised Nationalised Bank and thereafter issue two bank cheques used as pay cheque and GP Fund cheque against that account to which he would deposit the consolidated cheque. The bank cheques used as pay cheque as well as those cheques for pay issued from the Accountant-General's Office, the District Accounts Offices and the Sub-Treasuries should be uniform in colour. At the same time, the bank cheques used as GP Fund cheques as well as those cheques for GP

Fund issued from the Accountant-General's Office, the District Accounts Offices and the Sub-Treasuries should also be uniform in colour and different from that of the pay cheques. The GP Fund cheques should be of a non-cashable and non-drawable category. The GP Fund account should be opened solely for the purpose of deposit of the GP Fund money and withdrawal of the same after being sanctioned by the proper authority. The subscriber should get the monthly deposits and temporary withdrawals recorded in his Pass Book. The subscribers, whose services are transferable, should give intimation to the Bank, where his GP Fund account is maintained, to transfer that account to the nearest branch of that Bank in his new place of posting and repeat this procedure every time he gets transferred;

-) In the case of temporary withdrawals including the amount of insurance premium financed from the GP Fund, the subscriber will have to apply attaching a certificate from the Bank showing the balance standing at his credit. After sanction, the Accountant-General's Office, the District Accounts Office or the Sub-Treasury concerned will issue a cheque which the subscriber will encash from his GP Fund account in the Bank. The District Accounts Office or Sub-Treasury should inform the Accountant-General's Office about the issue of such cheques by them to the subscribers whose account will be maintained centrally by the Accountant-General's Office;

For recovery of advances, the Accountant-General's Office, the District Accounts Offices and the Sub-Treasuries should issue recovery cheque to the gazetted officers posted there, while for the non-gazetted employees, the disbursing officer of the office concerned will issue a Bank cheque used as recovery cheque along with pay and GP Fund cheque against the account of the Bank to which he would deposit the consolidated pay cheque. The recovery cheque will be of non-cashable and non-drawable category and will be of

a colour different from that of the pay cheque and the GP Fund cheque. The subscriber will deposit this cheque to his GP Fund account; and

- (d) At the time of final withdrawal, the subscriber will have to apply attaching a certificate from the Bank concerned showing the balance at his credit. The subscriber should indicate whether he wants the GP Fund account to be converted into an ordinary account or transferred to some other account or to draw the entire amount at his credit in cash. Accordingly, the Accountant-General's Office/District Accounts Office will give instruction to the Bank concerned and in the last case it will issue a cashable cheque. (Para 14.22)

6. In the case of the departments where the system of departmentalised accounts are followed or will be followed in future, the above procedure can be introduced with greater ease. Similar would be the cases of the departments where the facilities of drawing the funds through cheques would be extended. (Para 14.23)

7. The Banks should utilise the money accumulated on account of the GP Fund subscriptions only under instructions from the Bangladesh Bank or the Government. If the Bangladesh Bank or the Government wants to utilise this money on some development projects or on some other purposes, the Banks should place the money at their disposal. The Banks having GP Fund accounts should send monthly statements to the Bangladesh Bank showing their position on account of accumulations of GP Fund. (Para 14.24)

8. As the Banks have been recommended to be the sole authority to operate the GP Fund account of the individual subscribers, the GP Fund accounts of the retiring subscribers should be brought upto-date before such transfer and missing credits should be brought to account. If missing credits cannot be adjusted on the basis of the conventional procedure, these should be adjusted on the basis of the collateral evidence. (Para 14.25)

CHAPTER XV

Installation of Electric Connections in Dacca City

1. The Principle "first-come first-served" should be strictly followed and the Dacca Electric Supply should be properly manned to meet the growing demands for the installation of electric connections and to clear a large number of pending applications accumulated over the past years. Steps should also be taken to improve the efficiency of the staff by arranging suitable training for them. (Para 15.6)
2. The estimator should fix time and date with the applicant so that he could go to the place at the fixed time and date and hold the inspection in the presence of the latter. (Para 15.8)
3. The Service Section and Despatch Section should be accommodated in the same building in order that the time taken in despatching the estimate through the Despatch Section now located at a distant place is minimised. (Para 15.8)
4. The estimate should be sent to the applicant by Special Messenger and not by post, which is likely to involve delay in delivery. Alternatively, the estimator should prepare the estimate on the spot and hand it over to the applicant for payment through the Bank. (Para 15.8)
5. The existing zone should be readjusted so that the load could be evenly distributed and upgraded to Zonal Divisions, each under an Executive Engineer with a number of Assistant Engineers and concomittant staff to assist him. The existing function of the Sales Division should, at the same time, be transferred to the Zonal Offices. The existing post of Executive Engineer, Sales Division, should be upgraded to that of a Manager with overall control over all the Zonal Divisions and his functions defined clearly. (Para 15.10)
6. It should be ensured by the Zonal Executive Engineers that while passing from one stage to another, an application should not get stuck up anywhere to cause delay. He should hold weekly meetings to find out for himself the number of cases pending for a week. If pending cases are found, he should either fix responsibility on the

person concerned and proceed against him or to look into the procedural or any other bottlenecks causing the delay. He should ensure that there is speedy disposal of work at every stage. (Para 15.11)

7. The four existing Stores should be made complete and independent of each other so that all the items required for giving a connection may be available at one Store. (Para 15.12)

8. The Manager (Sales) in the reorganised set-up should retain the functions of planning, co-ordination and supervision. He should inspect the Zonal Divisions every month to see whether the work in the respective zones is being done with desired efficiency. He should call from Zonal Executive Engineers fortnightly statements of applications received and installations done. (Para 15.13)

9. Arrangement should be made for quick transportation of men and materials to the site by the Dacca Electric Supply. Alternatively, provision should be made for a reasonable conveyance allowance for the workers. (Para 15.14)

CHAPTER XVI

Co-ordinated Digging of Roads in Dacca City

1. The procedure for according digging permission should be simplified. (Para 16.6)

2. The Road-digging Board should be revived and reconstituted under the Dacca Municipality headed by its Chief Engineer and consisting of the representatives of the service agencies which are often engaged in road-digging. (Para 16.6)

3. The Municipality, while according the permission, should fix a time-limit, say 60 days from the date of the issue of that permission for digging a road by the service agencies or by the private individuals concerned. If the agencies do not dig the road according to the time schedule indicated by the Municipality, the permission should be treated as cancelled on the expiry of the stipulated period. (Para 16.7)

4. The Municipality should send a Road Inspector to the place of digging for a daily inspection in order to see that the concerned party does not exceed the specifications laid down by the Municipality.

and such daily inspections should continue till the provisional restoration of the dug-out area has been completed. (Para 16.8)

5. The Municipality should demand extra charges on account of the repair of the damage made beyond specifications laid down by it and as a penalty it should charge a suitable amount, say Taka 1,000 on those service agencies and individuals who, on inspection, would be found guilty of exceeding such specifications and who have damaged the drains and other structures in the adjoining areas. The Municipality should realise these demands and the amount charged as penalty, if necessary, by executing Distress Warrants. The amount of the fine will be determined on the report of the Road Inspector who has made daily inspection on the spot for digging. If the service agency concerned fails to pay the amount charged even after the issue of Distress Warrant, then further permission for road-digging should be withheld from that agency. (Para 16.8)

6. A Road Inspector of the Municipality should be sent for daily inspection to the particular place during the digging operation till the provisional restoration of the area has been completed by the service agencies or the private individuals concerned. (Para 16.9)

7. Suitable amount as penalty may also be charged if the agencies or the private individuals concerned do not adhere to instructions relating to the filling-up of the dug-out place. If such fines cannot be realised in time, then further permission for road-digging should be withheld from that particular service agency. (Para 16.9)

8. The contractors of the agencies concerned should be given their payment only when, amongst others, they produce a certificate from the municipal authorities to the effect that the dug-out portion has been properly filled-up with sand and bricks and that these have been laid on the place as prescribed. (Para. 16.9)

9. The Municipality should not wait for its annual road repair programme and it should go ahead with the restoration of the roads concerned after the provisional restoration has been completed by the agencies concerned. It should also purchase, on emergency basis, necessary machineries which are essential for the quickest possible restoration of the roads. (Para 16.10)

10. The Dacca Municipality should have a full-fledged Road Division with sufficient and well-trained Road Inspectors, Road Engineers and other technicians. Along with a strengthened Road Division, the Municipality needs a big workshop having modern repairing equipment and also a research laboratory for testing metalling materials. (Para 16.11)

11. The Road Inspectorate of the Municipality should be on the alert and when unauthorised digging takes place, the Municipality should take stern action against such party according to the existing rules; and if there be no such rule, a provision should be made by legislation for imposing a suitable penalty on the private individuals or the agencies concerned so that no one in future would dare undertake such unauthorised work. (Para 16.12)

12. As soon as verbal permission is given by the Municipality on telephone in emergent cases, it should immediately depute a Road Insepector or an Engineer to the spot for inspection and thereafter should send a bill to the agency concerned regarding the repair and restoration of the area where the emergency digging is done. If within a specified time the charges are not paid, then the Municipality should realise such charges by issuing Distress Warrant. (Para 16.13)

13. The reconstituted Road-digging Board under the Dacca Municipality headed by its Chief Engineer should also function as the Coordination Committee for road-digging activities. This should consist of the representatives of the public utility service agencies which are often engaged in road-digging and a representative of the memebtrs of the public. Programmes for installation, extension and repairs of cables and pipes involving digging of roads should be submitted in advance to the Coordination Committee by the service agencies concerned and the Municipality, so that these works can be coordinated effectively. Whenever a service agency is required to execute its programme in a particular portion of a road or roads in the city, it should consult all the remaining agencies through this Coordination Committee if they have their own scheme to execute in the same place and at the same time or in near future. If they have, then the

agencies concerned should be requested by the Coordination Committee to ask for permission for road-digging simultaneously. On the other hand, the Municipality, on receipt of an application from a private individual seeking permission for road-digging or road cutting should accord its permission within three days after observing necessary formalities in consultation with the Road-digging Board; whereas in the case of an application from a particular service agency seeking permission to dig a road, the Municipality should ascertain from the remaining service agencies through the Coordination Committee if they have any scheme to execute in the same place and at the same time. If these agencies have any common programme in a common place, they should select a common contractor for the purpose of digging after observing necessary formalities. (Para 16.14).

14. It should be ensured by the Coordination Committee that a portion of a road is not dug by any agency or agencies immediately or soon after the same has been restored or reconstructed following the digging operation by another agency. The Committee should be able to arrange the execution of the road-digging operation simultaneously or in close succession wherever the construction/reconstruction/repair programme of the WASA, Titas Gas T. & D. Co. Ltd., Telegraph and Telephone Department, Dacca Electric Supply, Public Health Engineering Department or any other agencies are required to be done within a short period. Thereafter, the portion of the road can be restored or reconstructed after which no digging by any agency should be allowed for a period which may be prescribed. (Para 16.15)

15. The Coordination Committee should also meet frequently and review the development programmes of the agencies concerned and take necessary action to remove the difficulties, if any, in implementing the installation/extension/repair work of the agencies concerned. (Para 16.16)

16. It should be ensured that digging does not take place on the newly constructed roads. While developing a new area, the agencies responsible for the construction of new roads, such as the R. & H. Directorate, Housing and Settlement Directorate, Buildings Directorate, Dacca District Council, DIT, etc., should inform the Coordination Committee of the proposed schemes for construction of new

roads. Immediately afterwards, all the public utility service agencies should be summoned by the Coordination Committee for preparing their schemes. Then one consolidated scheme in P.C.I. Form should be drawn up for the simultaneous laying of all service ducts like storm sewer, domestic sewer, ducts housing electricity and telephone cables, gas duct, etc., along with the construction of new roads and submitted to the Government for approval. If the service agencies are short of funds and materials, then the Government may, in view of developing a new area, grant special funds and arrange materials on emergency basis. After necessary approval and permission, such service ducts should be laid under the space beside the road or under the space meant for foot-path. (Para 16.17)

17. If any service agency seeks to lay service ducts under roads which have already been constructed, then it should be laid under the space beside the road or foot-path. (Para 16.17)

CHAPTER XVII

Procedure for the Billing of Water and Power Rates and Municipal Taxes in Dacca City

1. A new system of billing should be introduced in two stages: (i) billing and collection on fixed date and fixed area basis and (ii) eventual consolidation of the bills of the Dacca WASA, the Dacca Electric Supply and the Dacca Pourashava. (Para 17.17)

Billing and Collection on Fixed Date and Fixed Area Basis

2. Under this system, the city should be split up into several convenient areas for the purpose of billing and collection. Bills under the proposed system should be prepared area-wise on different dates instead of being prepared for the whole city at a time. Keeping in view the quantum of work that could be done in one day, the city should be divided into 75 areas. Bills should be prepared separately for three months at a time, with provision for rebate in each bill. (Para 17.18)

3. Rebate should be offered on payments made within two weeks. There should not be any rebate during the next two weeks. A penalty equivalent to the amount of rebate should be imposed on payments made afterwards. (Para 17.19)

4. Both the power and water lines should be disconnected for non-payment after 2 months of the due date for payment. (Para 17.19)

Severe disciplinary action should be taken against the biller others concerned for delay in preparing the bills. (Para 17.19)

6. Like the Dacca WASA and the Dacca Pourashava bills, preparation of the bills of the Dacca Electric Supply should also be quarterly with the provision that the total amount can be paid in three monthly instalments with rebate. The consumers may also pay the total amount at a time if they so desire. To encourage quarterly payments of the Dacca Electric Supply bills, bigger amounts of rebate should be offered. Alternatively, the existing arrangement of preparing 3 or 4 separate bills for 3 or 4 months with separate dates for payment may continue at this stage. (Para 17.20)

7. To facilitate the three organisations to operate in one area on the same date and to visit the same premises at the same time, co-ordination among the organisations will be necessary to decide the area where to form a combined team. A permanent Co-ordination Committee for the purpose should be formed which should meet as frequently as necessary. (Para 17.21)

8. The areas for billing under this system should be notified sufficiently ahead of time of the programme of billing through newspapers, radio and television along with individual intimation to the consumers indicating the date when the bill makers would visit the particular premises and prepare bills for them. If a particular date is a holiday, the consumers should be given the next date being the next working day. If a consumer is not available on the appointed date, the bill maker should prepare bills for the amount last charged plus Tk. 50.00 as penalty adjustable in subsequent bills but not payable to him in cash. The bills of the three organisations should remain separate at this stage pending the formation of the Dacca Municipal Corporation. (Para 17.22)

Consolidation of Bills of the Three Organisations

9. The idea of consolidated billing will include the physical merger of the billing and collection units of the three organisations and the preparation of only one consolidated bill for power, water and municipal dues instead of three. There will be only one agency for billing on account of power, water and municipal dues as well as for the collection of dues. (Para 17.23)

10. There would be a huge saving in terms of personnel if the three separate bills of the Dacca Electric Supply, the Dacca WASA and the Dacca Pourashava were consolidated into one bill as proposed in para 17.23. In such a case, one person will visit one holding only once for three different purposes, namely, power, municipal and water and sewer rates/taxes. (Para 17.24)

11. After the eventual upgradation of the Dacca Municipality into a Corporation, it will be responsible for the billing and collection of power, water and municipal rates and taxes. (Para 17.26)

12. It will be advantageous from the view point of consolidated billing, if meters of the old city are shifted to the new city thereby rendering the water connections of the whole of the old city as non-metered and those of the new city as metered. (Para 17.27)

13. Default in the payment for any one of the three services should amount to be default in all. In the event of failure by the rate/tax payer to pay the consolidated bill, the power and water lines should be disconnected simultaneously. (Para 17.28)

14. Spot billing and the experimental self billing will remove the unnecessary stages and difficulties involved in the two systems, viz., the preparation of the consolidated bills (a) in office and (b) by the Computer Bureau. (Para 17.29)

Spot Billing

15. Spot billing is the best possible remedy which will eliminate all the unnecessary stages, specially, the stage of delivery of the bills. (Para 17.30)

16. Under spot billing system, the meter reader should read the meter, prepare the bill on the spot and deliver it to the consumer. He may also realise the dues at the same time if the consumer so consents or the bill may be paid at the appointed bank or at the office counter, as may be convenient to him. (Para 17.31)

Self billing should be allowed to a consumer on request to prepare his own bills on the basis of the genuineness and past records (Para 17.32)

18. On receipt of such request, the Pourashaba should supply the consumer concerned bill forms in triplicate in the shape of a booklet as well as supply a card for recording readings from the power and water meters. While making the consolidated bill, the self biller should prepare the bill on the basis of the readings recorded in the card in respect of power and water meters and in the case of municipal dues and non-metered water connection, he should prepare the bill at pre-determined fixed rates/taxes. (Para 17.34)

19. In another type of self billing in which the consumer may not like to take pains for reading the meters, the Pourashaba, on receipt of such request, should work out the average of the preceding few months and fix monthly rates for both power and metered water connection, adjustments being made annually on actual meter readings. (Para 17.35)

20. To examine the correct performance of a self bill maker, a meter reader should visit the premises at the end of a quarter or at longer intervals to inspect the card and put his initial thereon. Appropriate action should be taken in case of fraudulent entries. In the latter type of self billing, the meter reader, on inspection, should furnish the excess or shortage on the form provided earlier to the self biller. (Para 17.36)

21. As for making payment under the self billing system, payment should be made at the appointed bank or at the office concerned and it should be made within fifteen days of the succeeding

quarter to avail of the facility of rebate. After this period, no rebate should be allowed. If a self biller makes default in the payment of bills for two consecutive quarters, the facility of self billing should be withdrawn from him. (Para 17.37)

CHAPTER XVIII

Procedure for the Receipt of Complaints and Restoration of Faulty Telephones in Dacca Telephone System

1. The existing procedures for receiving a complaint should be meticulously followed. The operator at the Telephone Number 18 should collect—(a) number of the faulty telephone, (b) number of the telephone from which the complaint is being made and (c) observation of the subscriber as to the nature of fault in his telephone (Para 18.11)

2. The operator should, as a matter of rule, intimate complainant the serial number of the complaint. (Para 18.11)

3. As soon as the operator at the Telephone Number 18 receives a call, he/she should mention his/her own name. (Para 18.11)

4. Arrangements should be made to test the faults that may occur in MDF, MDF to IDF, IDF to preselectors, 2nd preselectors, 1st group selectors so that the defect could be detected and removed quickly. (Para 18.12)

5. The operators and the linemen should be brought under the control of one and the same officer so that he could deal effectively with the operators in case of their refusal to cooperate with the linemen. (Para 18.13)

6. Disciplinary action should be taken against those responsible for missing the fault cards. (Para 18.14)

7. The Telephone Number 18 should be connected to a tape recorder so that complaints could also be automatically recorded ensuring elimination of non-attendance to any complaint. The tape should be so arranged as to be available for re-use automatically every seventh day or so. (Para 18.15)

8. The complaint slip should move up to the point from where the fault card starts and should stop there. (Para 18.16)

9. The fault card should be maintained with due care. It should be ensured that all entries are up-to-date. In case of any fraud or manipulation in the fault card, the persons responsible for the wrong entries should be held responsible. (Para 18.16)

The complaint slip should be collected and handed over to the concerned staff for entry in the register in serial order. After that, there must be some staff who can make initial testing by the small test board which are already available in MDF to ascertain where the faults lie in internal equipment or external line plants. If the faults lie in internal plants, it should be directly communicated to the switch room staff for immediate necessary action. All these numbers must be entered in a register before sending them to the Switch Boards. Every week, this register must be checked by the officer of the Test Room to verify whether any number is repeated due to internal faults, and if this happens, then that number must be thoroughly checked. The lines from MDF to switch rooms, preselectors (1st and 2nd) and associated 1st group selectors must be checked in such a way that such faults do not occur again. (Para 18.16)

11. The telephone numbers having external faults should be sent to the fault card desk, so that fault cards could be sent to the Test Boards. Before sending the cards, they must be entered in a register. After repair, all these fault cards should again be entered in the same register to avoid the loss of cards and then kept in their proper place at the desk. (Para 18.16)

12. All the operators on the Test Boards must have fault register in which they will enter the telephone numbers from the fault cards they receive with date and time. They will also note down the result of testing, time of restoration and the reasons of delay in restoration. Monitors and supervisors will sit near the Test Boards with telephones (outgoing of those telephones must be blocked). The subscriber will enquire about faulty telephones. Monitors and supervisors will

collect up-to-date information from the operators on Test Boards and supply those information to the subscribers. SDOPs will also collect up-to-date positions of faulty telephones in his area from the fault register on the Test Board periodically and also supply those information to the subscriber on enquiry. (Para 18.16)

13. A high powered Vigilance Cell should be set up. It should be headed by an officer of the rank and status of a Joint Secretary to the Government. (Para 18.17)

14. Functions of the proposed Cell should, among others, be to ensure that public inconvenience on account of lack of attention to the repair of faulty telephones is removed. It should also be ensured by the Cell that the telephone system being an essential communication medium should function smoothly and for that matter, the concerned officers and staff of the T & T Department should perform their duties meticulously. In cases of default, the Cell should, after verifying the complaint, issue, if necessary, directives to the General Manager, T & T for taking appropriate disciplinary action against the officers and staff concerned. (Para 18.18)

15. The proposed Cell should check the working of the Department in respect of receipt and disposal of public complaints. In addition, the subscribers should be encouraged to bring cases of inattention and delay to the notice of the Cell within a prescribed period. (Para 18.19)

16. In view of the present shape of the Central Exchange, it should be immediately replaced. (Para. 18.21)

17. The number of DP Boxes should be sufficiently increased to ensure that none of them takes more than 20 connections. (Para 18.22)

18. A Committee of Experts should examine and find out as to whether the EMD system should be continued or replaced. If it is to be continued, improvements necessary to provide uninterrupted service should also be made. (Para 18.23)

19. Automatic detection machines should be installed at the EMD Exchange. Since the F-I Exchange system is very old and needs replacement, it does not seem necessary to provide automatic detection machines to this system. (Para 18.24)

20. The process of cable laying should be scientific and full protection provided to the cables against the rain water and other natural reactions in the ground. For that purpose, either the wires should be put into steel pipes and then laid in the ground or concrete chambers with slabs overhead should be constructed beside the roads. (Para 18.25)

21. The members of the technical staff should be provided with bicycles or granted increased amount of conveyance allowance. (Para 18.27)

22. A training institution for imparting necessary training to the technicians should be set up. The institution should be organised on modern and scientific lines. Programmes of training should include refresher and in-service courses. (Para 18.28)

CHAPTER XIX

Procedure for Movement of Goods by Railway**Booking Procedure**

1. The form for 'Goods and Wagon Allotment Register' should be revised by omitting columns "Priority class of traffic", "Consignor's token slip", and "S. M.'s initial" and by including the column "Signature of the consignor" after the column "Individual No. of wagon allotted". The form should also be wider from top to bottom, and should be stitched at the centre instead of at the corner as is being done at present. (Para 19.8)

2. Clear instructions should be issued and circulated to all concerned as to whether different kinds of commodity could be booked by the same party in the same wagon to satisfy the weight condition and steps should be taken so that these instructions are strictly followed by all concerned. (Para 19.15)

3. The different categories of rates should be minimised as far as possible so that it becomes easy for the Goods Clerk to determine very quickly under which category a particular commodity falls. (Para 19.16)

4. A mileage table like the one used by the former Assam Bengal Railway (ABR) should be provided to each station, so that the Goods Clerk of a station could get in one column the total mileage from one station to another station of the Bangladesh Railway. (Para 19.17)

Forms used in Goods Offices

5. The form for outward indexing should be revised by replacing the word 'commodity' for "description of goods". [Para 19.18(i)]

6. The form for preparing copies of invoices should be of bigger size to allow more space for entering particulars, or the form which is being used for preparing the invoices should be printed in different colours with the word "Copy" in bold type printed at the top of the form and bound up into pads and used for preparing copies of invoices. [Para 19.18(ii)]

7. The Railway Receipt local "To pay" and "Paid" should be of different colours instead of both being of the same colour. [Para 19.18(iii)]

8. The form for money receipt should be revised so that the columns meant for entering particulars under different items become more spacious from top to bottom. [Para 19.18(iv)]

9. In addition to the card labels affixed to each door of the wagon, the bracket labels should be placed in the packets of the wagon. The bracket labels should be supplied in sufficient numbers. In case of shortage of bracket labels, the card labels should be used in place of bracket labels. It would be better if the form for both the labels is combined by incorporating all the necessary particulars into one form. [Para 19.18(v)]

10. The form for "Goods Receipt and Delivery Book" should be further revised providing more space for Invoice No. which should come under column 2, placing the "date" of Invoice in column 3. The column for "Railway Receipt No." should come after it in the next column, i.e., in column 4. Column 6 should contain particulars of Wagon No., owning railway, and carrying capacity. The column for "address of consignee" should be wider. The space meant for calculation of shares should be minimised to two. There should be a column for "displaced persons tax" in between the columns of "Invoice freight" and "under charge". The form should also contain columns for recording "date and time of placing of wagon", "unloading of wagon", "delivery of goods", so that demurrage and wharfage charges can be accurately calculated. [Para 19.18 (vi)]

11. The form for "Re-weighment Book" should be revised as per specimen given in Appendix F. [Para 19.18(vii)]

12. The form for "Inward Index" should be re-designed providing separate columns for Invoice No., date and Folio No. as per specimen given in Appendix G. [Para 19.18(viii)]

Transportation Procedure

13. The supervising officers should keep strict supervision over the subordinate staff and they should try to find out the real cause for

delays and fix responsibility in each case. Drastic action should be taken against the staff at fault. Training facilities for the Gazetted Officers and Senior Subordinates should be provided to ensure better supervision and improvement in working. (Para 19.22)

14. Requirement of locomotives of the Railway should be assessed on a realistic basis and the estimated number of engines should be provided to the Railway on top priority basis. (Para 19.22)

15. Railway administration should invariably be consulted in the matter of establishment of new industries in the country and the question of transport facilities should be taken into consideration. (Para 19.23)

16. Whenever an industrialisation plan is taken up, Commercial Sector, Industrial Sector, and Transportation Sector should be properly coordinated in the planning stage. (Para 19.23)

17. The Train Examiners should examine the wagons as soon as they are placed for loading. Maintenance of wagons should also be improved. (Para 19.24)

18. Terminal facilities as well as the space in the goods shed should be increased at the important stations of the Bangladesh Railway. (Para 19.25)

19. The labour charge for unloading those trains which are left unloaded by the parties for a long time should be increased. The rate of demurrage and wharfage should also be increased. (Para 19.26).

20. The sealing wax and the paper used for preparing labels should be of good quality. (Para 19.27)

21. The Watch & Ward staff should be careful to see that the miscreants do not damage the seals. The bracket labels should also be placed in the pockets of the wagons. (Para 19.27)

22. The road van trains should be provided with permanent porters for the loading and unloading of packages as soon as the train arrive at a particular station. [Para 19.31 (a)]

23. Each of the road van trains should be provided with one Guard and an Asstt. Guard. There should also be a rest van in the train. A Guards' link should be maintained and these Guards should be selected from amongst the staff on the link diagram. The old practice of payment of over time should also be renewed. [Para 19.31(b)]

24. The Guard of the road van train should earmark some wagons for important stations where the packages are generally available, and as soon as these wagons are full he should seal them for the stations concerned. He should load packages of those stations having small consignments in a separate wagon properly marked by chalk on the body of the wagon. As soon as the Guard takes over the charge of the train, he should inform the Control about the unloading of the packages at the particular station giving additional information regarding the number of packages to be unloaded, and the position of the wagon from the engine, from where the packages should unloaded at that particular station. The station having packages for loading should also inform the Control that it has so much load for such and such station. The Station Master, on receipt of the information, will prepare a memo. and keep the packages ready at the yard, so that they can be loaded without any waste of time as soon as the train arrives at the station. The Guard should try to load the packages as quickly as possible as the responsibility will have to be shouldered by him in case of delay. [Para 19.31(c)]

25. The Station Masters of the railway stations having goods sheds away from the stations should load the wagon and keep it ready at the station to be attached to the road van train. In case of small number of packages, the parcel shed should be utilised to store them and for this purpose parcel godowns of those stations should be extended. [Para 19.31(d)]

26. The Railway should assume the liability of the "common carrier" so far as general merchandise is concerned. With the change in liability, the owner's risk notes should be abolished and all general merchandise should be carried at the Railway's risk. The principle

that the Railway should be held responsible for the safe custody of goods entrusted to it should be adhered to, vigorous check and supervision should be carried by the railway staff at the time of loading, and thereafter the responsibility for the consignment in transit should exclusively rest with the Railway. (Para 19.35)

27. The sender and specially the railway staff should be more careful in proper marking and labelling of wagons. The bracket labels (or the ordinary labels, if the bracket labels are not available) should be properly filled in and kept in the pockets on the both sides of the wagons. [Para 19.36(a)]

28. The shunting staff should take special care in shunting the wagon. The supervisory staff should keep constant check on them, and drastic action should be taken against those staff who are found guilty of rough and loose shunting. [Para 19.36(b)]

29. In order to lessen the chances of theft in running trains, drastic action in the shape of imposition of collective fine on the offending locality should be taken. [Para 19.36(c) (i)]

30. The Supervisory Officers should make occasional surprise checks of the contents of wagon being loaded, before despatch or unloading. [Para 19.36(c)(iv)]

31. Attempt should be made to shorten the duration of keeping the wagons at the marshalling yard by quick movement and the Watch and Ward should keep an effective watch at the danger points. Police should also be warned about such places when the wagons have to be kept for sometime there. [Para 19.36(c)(vi)]

32. To reduce the chances of theft and misappropriation, better administrative arrangement should be made, by making the staff work more carefully, more actively and more intelligently. [Para 19.36 (c)(vi)]

33. The inspecting staff should make surprise check from time to time to ensure that—

- (a) Seals of wagons are intact;
- (b) Wagons are not defective; and

(c) the weight and number of packages are accurate. They should certify the reasons and fix the responsibility for any loss detected. [Para 19.36(c)(vii)]

34. The goods which are liable to damage should be loaded in water tight wagons. The Supervising Officers should inspect the wagons to see that proper wagons are utilised in order to avoid damage through rain water, and thus avoiding compensation claims. [Para 19.36(d)]

35. Sufficient arrangement for lighting the yards and the stations should be made. [Para 19.36(e)]

36. The G. R. P. should try to help the Watch and Ward staff in the prevention of theft, in addition to the action after the commission of theft. [Para 19.36(f)]

Procedure for Settlement of Claims Cases

37. An agreement should be arrived at between the Port Trust and the Railway Authority specifying their respective field of responsibility for meeting claims expeditiously. (Para 19.38)

38. The Station Master should be directed to issue short delivery certificates, so that the settlement of claims is expedited on the basis of such certificates. (Para 19.39)

39. The Railway Administration should allow consignees to note shortage in the Delivery Book and take prompt action in dealing with claims cases on the basis of the remarks entered in the Delivery Book. (Para 19.36)

40. As recommended by the Railway Commission, 1973 claims cases may be distributed to the different zones into which the Bangladesh Railway has been territorially divided. Some powers should be delegated to the Divisional Commercial Officers. Empowering them to deal with the claims cases falling within their territorial jurisdiction. The enquires in respect of such claims cases should conveniently be done by the Inspectors working under them. There should, however, be some limitations in respect of the cases to be decided at different levels. The limits recommended by the Railway Commission, 1973

at para 14 of Chapter IV of their report may be fixed for the purpose. The case which relate to inter-zonal jurisdiction should be referred to the Chief Commercial Manager. (Para 19.42)

Revision of Manuals, Rules, etc.

41. The Goods Tarrif and other Manuals should be brought up-to-date incorporating all the changes and modifications that have been made from time to time. The revised Manual should be printed and circulated to all the staff who are required to use them in their day to day work. (Para 19.43)

CHAPTER XX

Procedure for Clearance of Goods at Sea Ports and Customs Houses

1. The Steamer Agents should be directed to submit their copies of the I. G. M. along with Home Manifest to the Import Branch. The Import Branch should compare the copies with the original Home Manifest and if the copies tally with the original, they should accept the copies of the I.G.M., otherwise they should return the same to the Steamer Agents for resubmission after making necessary corrections. (Para 20.12)

2. So far as the question of amendment fee is concerned, the Import Branch should, at the time of comparison, note the mistakes found in the copy of the I.G.M. submitted by the Steamer Agent and should realise the amendment fees for those mistakes at a time instead of realising the same from different Clearing Agents in a piece meal fashion. (Para 20.12)

3. The Bills of Entry should be received at the Import Branch and a token given to the party. This token should be surrendered at the time of receiving back the documents. In the alternative, the Importer/Clearing Agent should present his customs documents along with a printed card receipt at the counter of the Import Branch where a clerk should give machine number to the Bill of Entry. The clerk should repeat this number on the card receipt and return the same to the Importer/Clearing Agent after putting his signature at the appropriate place. The card receipt should be kept carefully by the Importer/Clearing Agent for all future references. Thereafter, the

Importer should not be required (except for any additional information that may be made by any particular clerk or appraiser) to appear. The Bills of Entry should move from one table to another and from one section to another in their sequential order without any personal approach till they reach, if the papers are in order, the final stage of assessment and handed over to the party for payment of duty, etc., after all formalities have been completed. In order, however, to prevent delay, a time limit, say two days, should be fixed for the passage of the Bill of Entry from each section. Whenever the time limit is exceeded, the matter should be brought to the notice of the Assistant Collector. Steps should be taken to preclude the possibility of losing the Bill of Entry and to see that there is easy despatch of the same from one section to another. (Para 20.13)

4. Any deficiency or deficiencies detected in the papers should be noted on the reverse of the Bill of Entry and then it should be handed over to the Clearing Agent for making good those deficiencies. A notice should be posted daily on the Notice Board of the Customs House indicating that such and such Bill of Entry has been found defective or ready for delivery. (Para 20.14)

5. Probable items of objections should be printed on the reverse of the form of the Bill of Entry and tick marks should be given against the items of objection by the different sections of the Customs House and handed over to the Clearing Agent at a time so that he can obtain necessary information from the Importer and can meet all the objections at a time. In the alternative, objection slips containing all probable items of objections, as in the case of A. G. B., should be printed and attached with the Bill of Entry indicating at a time by tick mark the item or items of objections to be rectified by the party. (Para 20.15).

6. All the customs officials should fill in the columns on the reverse of the Bill of Entry showing the progress of movement and disciplinary action should be taken against those who do not fill in the columns properly and regularly. (Para 20.16)

7. All the Bills of Entry should not be submitted to the Intelligence Branch. If any import is suspected of any contravention, the

20. The provision of law requiring an Importer to obtain permission for a Clearing Agent's licence from the Collector of Customs should be amended. The Importer, if he likes, should be allowed to clear his imported goods himself or through his own authorized staff and not through a Clearing Agent, and no licence or permission—general or specific—should be necessary for the purpose. (Para 20.29)

21. The Chalna Anchorage should be raised to a full-fledged port and the Customs House at Chittagong should be decentralized, Mini Customs Houses should be established at important river heads and railway junctions such as at Chandpur, Narayanganj, Bhairab Bazar, Serajganj, Barisal, Patuakhali, Ishurdi, Santahar, Parbatipur, etc. (Para 20.30)

22. Clear instructions should be issued by the Government indicating a particular place from which the goods meant for a particular district should be cleared. Nobody should be allowed to clear the goods of any district from any place other than the place so indicated. (Para 20.30)

23. Clearing Agents for clearing goods at the Mini Customs Houses should be appointed by the respective Mini Customs Houses. (Para 20.30)

24. The Steamer Agents should be instructed to make crates and packages in such a way that the crates and packages meant for different Mini Customs Houses can be sent from the Chittagong Port to those Mini Customs Houses without disturbing the original crates and packages. They should also arrange for despatching from the Chittagong Port goods meant for different districts to the respective Mini Customs Houses for clearance by the Importer or by their Clearing Agents. For this purpose, Bills of Lading, Insurance papers, etc., should be prepared for the Mini Customs Houses concerned. (Para 20.30)

25. A pilot dry port should be established at Narayanganj in the first instance on an experimental basis. (Para 20.31)

CHAPTER XXI

Procedure for Execution and Registration of Deeds

Reasons for Standardisation of Forms

1. The forms used for the registration of the first three types of common deeds as mentioned in para 21.7 should be simplified, standardised and printed in the first instance with great advantage. (Para 21.8)

2. The deed should be submitted in the printed form either with an extra copy or single before the registering officer. When submitted with an extra copy, a certificate on the body of it should be furnished by both the parties to the effect that the extra one is the true copy of the main copy of the document. The registering officer will register the main copy of the document after comparing with the extra copy and will then return it (i.e., the main copy) to the party forthwith after putting necessary seals and signatures on the body of the deed. The extra copy should be retained in the office of the registering officer for office record. (Para 21.9)

3. The copies kept by the office of the registering officer should be bound up promptly when 100 deeds have been accumulated. In the alternative, the pages of the extra copy of the deed should be pasted on the blank pages of the bound volumes. (Para 21.9)

4. The index of the properties and the names in the documents should be worked out in detail and the important numbers should be written in figures as well as in words to guard against any interpolation, accident or loss of the duplicate. In the alternative, bound books, each containing 100 copies of printed forms with some blank pages, should be supplied to the registering officers for copying the documents registered in a single copy of the printed form instead of registering them with an extra copy. (Para 21.10)

Points for consideration in Standardising Forms

5. The proposed printed form should have sufficient space for inserting the names of executants and claimants, the history of the title of the property as well as schedule of property. In case the names of

Bill of Entry of that particular import can be checked by the Intelligence Branch by secretly obtaining the same from the Superintendent of Import Section as soon as the same is submitted. In the alternative, the Importer/Clearing Agent should submit the Bill of Entry in seven copies in place of six as at present, seventh copy for the Intelligence Branch. On receipt of the Bill of Entry, the Import Branch should send the seventh copy of it to the Intelligence Branch and the remaining copies with all connected documents direct to the Appraisement Department. On receipt of their copy of the Bill of Entry, the Intelligence Branch should check the same and if they find any contravention or misdeclaration, they should at once call for the original and other copies of that particular Bill of Entry with all connected papers from the Appraisement Department and take necessary action in the matter. Unless stopped by the Intelligence Branch, the Appraisement Department should proceed with their work without waiting for the clearance of the former. (Para 20.17)

8. Pre-Audit Section should be abolished and the Clearing Agent should be instructed to attach an attested copy of the Import Licence with the Bill of Entry. (Para 20.18)

9. If the Bill of Entry submitted by an individual Clearing Agent justifies part-clearance of the goods noted against one line number of the I.G.M., the individual Bill of Entry should be treated as sufficient for taking delivery of those goods and part-noting should be allowed as a general rule. No specific order of the Collector of Customs should be necessary for the purpose. (Para 20.19)

10. The appraisers should be posted to the sheds for a period of time however short it may be, say, at least for a month if not longer, and they should sit in the sheds during the entire period of office hours. For this purpose sitting arrangement for the appraisers in the sheds should be improved. (Para 20.20)

11. The assessing officers of the Customs should be posted in the port area under the supervision of an Assistant Collector. Assessment, physical examination and all other formalities connected with the assessment of customs duties should be done by them. The shed examiners and the appraisers should be amalgamated with the same

group of examiners and appraisers posted to different sheds instead of centralizing the work of appraisement and assessment in the Customs House. For this purpose, adequate accommodation inside the Port Trust Jetty premises should be arranged. (Para 20.20)

12. The shed examiners should take out samples by opening the packages selected at random by them subject to the surprise checks by the shed appraiser and Principal Appraiser, Jetty in order that no fraud is perpetrated. (Para 20.21)

13. The appraisers posted at the sheds should write their report on the spot just after the physical examination of the goods at the sheds. (Para 20.22)

14. The availability certificate from the Principal Appraiser, Jetty should not be necessary for submission of the Bills of Entry even if the goods are not cleared within sixty days of unloading. (Para 20.23)

15. The Clearing Agents should be provided with a spacious hall. (Para 20.24)

16. A guard file containing copies of all the circulars and instructions issued from time to time by the Government or by the Collector of Customs together with the correction slips, if any, should be kept in the Clearing Agents Hall for the guidance of the Clearing Agents. (Para 20.25)

17. All the Chittagong Port Trust charges should be realized at the counter of the Janata Bank of the respective shed at a time. (Para 20.26)

18. The goods should be properly arranged and labelled and kept at different posts within the sheds indicating their manifest marks, line number, etc. (Para 20.27)

19. The security guards should remain at the gates of the sheds and should not normally be allowed within the sheds unless their assistance is specifically needed by the shed staff. Strict supervision should also be exercised over the security guards in order to see what goes on in the sheds and in the open dumps. (Para 20.28)

the parties and schedule of property are too many and the history of the title of the property is too lengthy to be accommodated in the spaces reserved for the purpose, separate sheets of papers may be attached with the printed forms for writing those specially lengthy recitals. (Para 21.16)

6. The printed forms should be sold by the Treasuries/Sub-Treasuries/Banks or through licensed stamp vendors like the sale of non-judicial stamps and even by a clerk of the Registration Office on commission basis. For the purpose of checking malpractices of fabricating ante-dated deeds on the printed forms, a register as in the case of non-judicial stamps should be maintained in which the name and address of the person who buys the printed form, date and serial number of the sale of the form will be entered. The stamp vendor or the seller of the forms should indicate on the reverse of the forms his own name and place of business and also the name and address of the buyer. (Para 21.19)

7. So far as the question of maintenance of serial order is concerned, a separate number of volumes with the extra copy of the form may be bound up with 100 deeds at a time in a separate serial order with a code mark such as F1, F2, etc., or the pages of the deeds executed in the printed form may be pasted in the volumes in the same serial order along with the other deeds. (Para 21.21)

8. If, however, the deeds are executed in one copy only, they may be copied out in the volumes bound up with the printed forms with a separate serial and code number in order to expedite the copying out of the deeds executed in the printed form. (Para 21.21.1)

Printing of Standard Form

9. The forms to be used for the registration of the common deeds should be serially numbered and the number should be printed on the upper right corner thereof. (Para 21.31)

10. A margin of one inch should be left on the left hand side of the form to make room for binding. Blank spaces should be provided

in the form for inserting in hand only the names of the parties, history of acquisition of title, reasons for transfer, condition for transfer, schedule of property, areas and boundaries of land, plot no., khatian no., touzi no., special remarks, signatures of the executants and witnesses, date of execution and other recitals which have legal bearing besides blank space for seal, signature and endorsement of the registering officer. (Para 21.31)

11. The best thing should be to print the forms on plain cartridge paper. (Para 21.32)

12. The use of the printed forms should, however, be optional. If any party does not submit document in the prescribed printed form, the document may be registered as usual. In such cases, the document shall be submitted in duplicate—one copy for the party and the other copy for the Registration Office for record in the manner as stated in paras 21.9 and 21.10. (Para 21.33)

Payment of Stamp Duty

13. There may be various ways of paying the stamp duty but only two methods appear to be workable, e.g., (i) by attaching stamp papers to the forms and (ii) by affixing adhesive stamps to the forms. As regards the first alternative, the stamp papers should be attached to the form either as the first page with names and address of the parties or as the last page of the document with schedule of property written on it. (Para 21.34)

14. Nothing should be written by the party on the stamp paper. The party will simply affix the stamp papers to the printed forms and the seal prescribed in para 21.34 may be affixed to them by the office of the registering officer. (Para 21.34)

15. To guard against the difficulties mentioned in para 21.35, the stamp of the stamp paper must be punched and cancelled before the deed is registered. As a further safeguard, the seals and certificates of registrations should be stamped on the side which bears the stamp instead of stamping them on the reverse of the stamp paper. The

seals thus stamped should not be so distant from the stamp paper as to admit of a second instrument in the space therein; after cutting out a portion thereof. (Para 21.36)

16. To solve the problems pointed out in clauses (a), (b) and (c) of para 21.37, provision should be made in the stamp rules for selling special adhesive stamps through vendors. In order to guard against the ante-dating of documents and drainage of revenue as pointed out in clause (d) of para 21.37, a proper register should be maintained and the procedure for issuing non-judicial stamps should also be followed in issuing special adhesive stamps. The requisite special adhesive stamps may be sold along with the printed forms and an account of such sale may be kept in the same register. (Para 21.38)

17. Stamp duty can also be paid by affixing court-fee stamps to the printed forms in place of adhesive stamps. (Para 21.39)

Specimen Forms

18. Specimen copies of the forms to be printed have been prescribed in tabular form as in Appendices D, E and F. (Para 21.40)

19. Specimen forms have also been prescribed in the narrative as in Appendices D 1, E 1 and F 1. (Para 21.41)

Alternative Suggestion

20. If none of the suggestions made earlier could be accepted for one reason or the other, a fair trial should be given to the recommendation made in para 21.42 as a last resort to simplify the procedure for execution and registration of various deeds. (Para 21.42)

21. The rates of charges for writing a deed by the deed-writer fixed under rule 7 of the Rules framed under Notification No. 10182, dated 11th June, 1958 should be widely published. Anybody found charging in excess of the rate so fixed should be severely dealt with. (Para 21.43)

CHAPTER XXII

Procedure for Depositing Land Revenue, Fees, Taxes and other Government Dues

1. Every department concerned with the receipt of taxes or other demands of a known and foreseeable nature which have to be paid regularly and frequently or at fixed intervals should issue to the depositors along with the demands, challans with Head of Account and other particulars duly filled in so that the depositor will have only to sign the challan form and pay the amount to the Bank. The Bank should receive the amount direct and should issue the original copy of the challan duly receipted to the depositor and send the other two copies of the challan to the Treasury. (Para 22.6)

2. In cases where the exact amount of money to be paid is not known or is not easily ascertainable, or where the deposits are few and not regular, a set of challans in triplicate or in quadruplicate (if necessary), marked original, duplicate, triplicate and quadruplicate (if necessary) with the Heads of Accounts rubber-stamped at appropriate column and keeping the other columns blank should be made freely available by the departments requiring payment. They should keep sufficient number of such challans with them and also supply sufficient number of such challans to the Banks, Treasuries, depositors. etc. (Para 22.7)

3. A citizen of a free country should not be compelled to pay Government dues or deposit money in the Government account through the Bank or the Treasury alone. The departments concerned should arrange to receive payments in any form the depositor can tender such as through postal order, money order or even in cash or cheque. (Para 22.8)

4. For small Government dues like licence fees, registration fees, road taxes, etc., the citizens should be allowed to pay them through postal order which can be attached with the application for the sanction/renewal of licence, etc. Such a postal order should, however, be distinct in colour and design from those now in use. (Para 22.8.1)

5. Smaller amounts should also be allowed to be paid through money order. The post offices should have a sufficient stock of

challan forms. The money order should be accompanied by a challan form in quadruplicate duly filled in. The Postal Department should forward the challans along with the money order to the Bank or the Treasury concerned and while delivering the amount to the Bank or the Treasury, they should also get the challan receipted by the Treasury or Bank concerned. The Bank or the Treasury should retain two copies of challans—one copy for record and the other copy for sending to the departments concerned and return two copies of receipted challans to the Postal Department. One copy of the receipted challan should be kept by the post office for record and the other copy should be sent to the depositor. (Para 22.8.2)

6. The depositors should also be allowed to deposit smaller amounts of money, say up to Taka 25, in cash to the deptt./office concerned but proper safeguard should be provided for their safe custody and for their remittance to the Treasury or the Bank without delay. The Government should notify all such departments/offices where such payments will be accepted. (Para 22.8.3)

7. The depositor should be allowed to remit their dues—whether large or small—by demand draft and banker's cheque through their bankers. For this purpose special pay-in-slip in quintuplicate as in the case of payments referred to in para 22.4.1 should be used in the same manner. (Para 22.8.4)

8. Miscellaneous dues in the case of some of the departments such as Public Service Commission, Education Department, etc., should also be allowed to be remitted through money order, postal order, bank drafts or crossed cheques marked for payees accounts only with an amount to cover the collection charges, where necessary, The departments should deposit the amounts received, in lump in the Bangladesh Bank/Sonali Bank. Precautions considered necessary in the matter should be taken by the departments concerned. (Para 22.8.5)

9. If the amounts payable are not large, say up to Taka 10, payment thereof should be allowed to be made through affixing stamps to be purchased from post-offices. (Para 22.9)

10. The Challan Form No. T.R. 7 (Bangladesh Form No. 2380) should be revised on the basis of the specimen of the proposed form given at Appendix A. (Para 22.10)

11. The words "original", "duplicate" and "triplicate" may be printed on the challan form and all these three copies may form a set and are stapled together. It may also be considered if the first and second copy may have carbon back so that three copies can be prepared at one impression. (Para 22.11)

12. In order to guard against misclassification, actions should be taken as suggested in para 22.12.

13. Treasury functions of all the non-banking Treasuries should be taken over by the Sonali Bank. (Para 22.13)

14. The Treasury and the Bank transacting Government business, should be located within the same premises or should be in close proximity to each other. While it may not be possible for the Bank to shift their present premises to a place adjacent to the Treasuries, it will obviously be in the public interest that they should, as a matter of policy, consider the location of the offices to be opened in future in close proximity to the Treasury or the Sub-Treasury. In places where the bank offices are at present located at a considerable distance from the Treasury, the Bank should open a branch office within the premises of or at a place adjacent to the Treasury. (Para 22.14)

15. More than one branches of the Sonali Bank or the Bangladesh Bank should be opened at different parts of the large cities so that those branches can receive deposits on Government account. (Para 22.15)

16. It should be considered if some of the Nationalized Banks besides the Sonali Bank such as Janata, Agrani, etc., having larger number of branches spread all over the country should be authorised to receive deposits on Government account. In order to avoid dislocation in compilation of accounts and submission of cash accounts by the Treasuries and the Sub-Treasuries the Banks so authorised should submit their statement of accounts to the Treasury/Sub-Treasury very promptly. (Para 22.16)

17. In order to remove the difficulties pointed out in para 22.17, the Tahsilders should take similar action as recommended in para 22.6 in respect of the category of payments where the precise amount of demand is known. (Para 22.17)

18. The Tahsilders should issue quadruplicate copies of challan in Land Revenue Challan Form No. 2380 duly filled in to those tenants who live in towns or places far away from their homes. The Bank should receive the amount direct which is tendered through such challan and should issue the duplicate and triplicate copy of the challan duly receipted to the depositor. The duplicate copy should be retained by the depositor for his record and the triplicate copy be sent by him to the Tahsilder concerned as proof of payment; the other two copies of the challan will be sent by the Bank to the Treasury where one copy will be retained and the other copy along with the statement of deposits forwarded to the department concerned. (Para 22.17)

19. For receipt of land revenue, the Tahsilders should also be available in important marketing centres during weekly market days. A rule should be framed according to which the Tahsilders must go to the marketing centres on market days for collection of land revenue. It should be ensured that this rule is followed strictly by all the Tahsilders. (Para 22.18)

20. The collection of land revenue should also be entrusted to the post offices. For this purpose, a receipt in triplicate should be prepared by the post offices. The original copy of the receipt should be issued to the depositor, the duplicate copy sent to the Tahsilder concerned and the third copy retained by the post office for record. (Para 22.19)

21. The land revenue should also be deposited to any of the Nationalized Banks. The Bank where the money will be deposited should be selected by the Tahsil Office. Such deposit should be done through receipt books each containing twenty-five receipts in triplicate with columns for all particulars of the lands and demand of land revenue and other taxes in connection with those lands of the tenant concerned. Such receipt books should be supplied to the intending depositors by the Bank or the Tahsil Office. As soon as the land

revenue is paid to the Bank through such receipt books, the Bank should acknowledge them by affixing seal and signature of the concerned official in all the three copies of the receipts and return the receipt book along with the original receipt and retain the duplicate and triplicate copies of the receipts. The duplicate copy should be kept by the Bank for record and the triplicate copy sent to the Tahsilder for noting in the registers and for taking other necessary actions. (Para 22.20)

22. The Tahsilders should prepare in off season of the year preferably in the month of July/August, a demand list in triplicate showing the name of the tenants, particulars of their lands, arrear and current demands of land revenue and other taxes and rates connected with their lands. One copy of the demand list should be kept in the Tahsil Office, another copy kept in the respective Union Council Office and one copy circulated through the Union Council Office or the Tahsil Office. (Para 22.21)

CHAPTER XXIII

Procedure for Obtaining Payments from the Government

1. Once the expenditures have been incurred, payments to the persons or parties concerned should not be held up merely for want of budget provision. If necessary, the money already provided in the budget should be spent by reappropriation of fund from among the Minor Heads of Account by deferring the incurring of expenditure for the items already in the budget till adequate money can be provided for in the budget for those items. The Administrative Department should also be allowed to incur expenditure without specific sanction of the Administrative Ministry concerned or the Ministry of Finance once there is provision in the budget. When an expenditure can be accommodated within the overall budget grant of the department, the departmental head should have full powers to meet the expenditure without going through the schedule of new expenditure. (Para 23.10)

2. It should be ensured by the sanctioning authority that the sanction order reaches the Accounts Offices concerned in time. (Para 23.11)

3. The officials who are responsible for preparation of bills should be given proper training and provided with up-to-date copies of the rules and regulations in connection with the preparation of bills. (Para 23.12)

4. A time limit for payment in every case should be fixed within ten days of the submission of bills or cheques, the payment must be completed. At the time of receipt of the bill or cheque, a preliminary scrutiny should be done and if any defect is found, it should be pointed out at once. Minor types of objections such as black ink in place of red ink, an initial without date, etc., should be ignored. All objections should be raised at one time and piecemeal objections should always be avoided. (Para 23.13)

5. In case of delay in making any payment beyond a certain period, an interest at the maximum rate admissible should be allowed to the party concerned and the officer responsible for unreasonable delay in issuing the sanction or authority of payment should be penalised in terms of such interest as accrued on account of his neglect. If the Audit Officer is found responsible for wilful delay, he should be penalised in the same manner. For redress of their grievances, parties can, if they like, also go to an Ombudsman or Administrative Tribunal when set up in implementation of the recommendation made at para 8.61 of Part II of the Report of this Committee. (Para 23.14)

6. Stop payment orders should be communicated to the T.O./S.T.O./D.A.O. by name under sealed cover. (Para 23.15)

7. The authorities concerned with the payment of bills should not object or return any bill for any small amount, say up to Taka 25.00 but they should make payment after retrenching the amount inadmissible under the rules. (Para 23.16)

8. In order to help the payee in respect of identification, the drawing and disbursing officer of the department should attest the signature of the payee on the contingent bill before handing it over to him for presentation to the Treasury/Bank counter. At the Treasury or the Bank, the signature of the payee may be compared with the signature attested by the departmental officer. This system will help

the payee get the bills quickly but proper care should be taken against its misuse. (Para 23.17)

9. The responsibility for finalising the various formalities associated with the payment of money to the members of the public should rightfully vest in the department which has incurred the liability or the obligation and which is initiating or sanctioning the payment of money. In such cases, the department concerned should get the bills passed by the A. G. B./D.A.O./Treasury Officer/Sub-Treasury Officer and obtain the amount from the Bank on a contingent bill. The departmental officer should normally arrange to pay to the person concerned the amount involved by cheque duly crossed or by bank draft. He should also make arrangements to make payment of small amounts, say, up to Taka 100, to the payee in cash across the counter if the latter so desires. (Para 23.18)

10. If it is not convenient for the members of the public to receive payment across the counter particularly in the case of payment of small amounts, say up to Taka 100, the departments should normally follow the procedure of remittance to them such amounts by money order deducting the money order commission, if necessary. (Para 23.19)

11. The Treasury/Sub-Treasury Officers should be empowered to issue cheques in respect of the bills passed by them in the manner as is done in the office of the A. G. B. Cheques should be issued either in favour of the drawing officer or in favour of the party concerned as the case may be. In such cases the departmental officers need not be allowed (as suggested in para 23.18) to obtain on contingent bills the amounts required for payment to the third parties but will endorse to the Treasury the contingent bills with the instructions to make payment by cheques. (Para 23.20)

12. The responsibility for the timely remittance of the leave salary to Government servants should be laid squarely on the administrative authorities and it should be prescribed in clear and unambiguous terms by suitable changes in the present rules and procedures. If a Government servant proceeding on earned leave for a period exceeding a month makes a request in this regard to the Treasury Officer/the

drawing and disbursing officer, as the case may be, the latter should arrange the remittance of the net amount of leave salary by a demand draft *at par* to the address specified by the Government servant concerned. (Para 23.21)

13. In the case of Government servants in Grade X, the net dues of their leave salary should, at their express request, be remitted by the drawing and disbursing officer by money order at Government cost. (Para 23.21)

14. The heads of the offices should be empowered, as in the case of transfer, to sanction on first appointment of a Government servant, pending the receipt of necessary sanction/authority from the agencies concerned, an advance of pay equal to a month's pay to the gazetted officers under their administrative control. Such advance should be payable for a total period of three months only. (Para 23.22)

15. In cases of transfers and promotions, the drawing and disbursing officers should be authorised to pay the Government servant, provisionally, the initial pay of the grade till all formalities are observed. (Para 23.23)

16. Monthly pay and allowances should be paid without break. The formality of waiting for sanction to the creation or the retention of posts should not hamper it. It should be made a general rule that whatever posts exist, these should be taken to be permanent for the purpose of payment of salaries to their incumbents until the posts are formally discontinued. (Para 23.24)

17. The procedure of payment of bills to the police personnel through bank draft may be extended to those departments which are not authorised to draw funds through cheques. All the Government employees posted to the mufassil in large number should be paid through bank drafts, thereby avoiding transportation of cash in bulk. (Para 23.25)

18. The preparation and passing of all bills of police personnel should be decentralised by making the Subdivisional Police Officers the drawing and disbursing officers and by posting some staff of the District Police Office to the Subdivisional Office. In the proposed

procedure, the bills will be submitted to the respective Sub-Treasury by the Subdivisional Police Office and after the bills are passed by the Sub-Treasury Officer, the Subdivisional Police Office will obtain bank drafts of the requisite amounts in favour of the Officers-in-Charge of the police stations in the subdivision from the Sonali Bank which can be encashed at any of its branches situated within the jurisdiction of the police station. Such decentralisation should also be extended to all other departments of the Government in the districts. (Para 23.26)

19. An officer of the department should be nominated for the purpose of drawing the amounts of grants-in-aid/loans, etc., by presenting the bills at the Treasury. The nominated officer can obtain the cheque/bank drafts for disbursement to the grantees. (Para 23.27)

20. As an alternative arrangement, in the major departments where the amount of grants-in-aid/loans, etc., is very large and the work involved is of a sizeable order, the Head of the Department or some other appropriate officer should be vested with the cheque drawing powers so that cheques may be issued direct in favour of the recipients. (Para 23.28)

21. The cheque issuing authority must issue the advice-list to the Treasury Officer on the same day or the next day of the issue of cheques. (Para 23.29)

22. The officers of the Works Department should be authorised like their counterparts in the Forest Department, to obtain funds required for all departmental disbursements by drawing cheques on the Treasuries with which they may be placed in account. (Para 23.30)

23. Instead of withholding payment till the bills are passed after pre-audit, the heads of offices should be authorised to allow payments of bills ready for pre-audit after obtaining an undertaking in writing to the effect that in case the amounts thus paid is, on examination by the Audit Office, found to be in excess of what the payee is entitled to under the rules, he would refund such excess. (Para 23.31)

24. The drawing and disbursing officers should be vested with the powers to issue investigation order in respect of arrear claims of more than one year old. (Para 23.32)

25. The bank counter in which the Government transactions are made should be located very close to the Treasury. (Para 23.33)

CHAPTER XXIV

Procedures for Issue and Renewal of Gun, Driving, Radio and Television Licences

Gun Licence:

1. The application for gun licences should be routed through the enquiry officer. It should be made in duplicate addressed to the licensing authority. One copy of it should be sent to the licensing authority in advance and the other copy submitted to the Chairman, Union Council/Committee. For this purpose, sufficient number of application form should be made available with the Chairman, Union Council/Committee. He should in his turn forward the application to the enquiry officer, i.e., O/C., Police-station, with the required certificate of residence, character, etc. The O/C., Police-station on receipt of the application should at once initiate his enquiry without awaiting instructions from the licensing authority and complete the same as quickly as possible. He should then send his enquiry report direct to the licensing authority without sending it through the S. P. or S. D. P. O. (Para 24.4)

2. The time limit of one month as envisaged in rule 56 of the Arms Act should be strictly followed by the enquiry officer in submitting his enquiry report. (Para 24.4)

3. The licensing authority, on receipt of the copy of the application sent to him in advance should ask the O/C. of the Police-station to furnish his enquiry report immediately and within one month positively. (Para 24.4)

4. The D. Cs and S. D. Os during their inspection of thanas should invariably check the progress of enquiry in these cases (Para 24.4)

5. If the enquiry report is not received within one month from the O/C., Police-station, the licensing authority should send a copy of the application to any other agency as provided under rule 54 asking for a report immediately and within one month positively. At the same time, reminders should be issued to the O/C., Police-station and action should be taken on the enquiry report which is received earlier. (Para 24.5)

6. The licensing authority should inspect the register of licences from time to time and should see that the register is maintained properly. He should also cause to prepare a monthly statement of all pending applications on the basis of this register and should take proper steps for their quick disposal. (Para 24.6)

7. A time limit, say a fortnight, should be fixed for the issue of a licence after the receipt of the enquiry report and this time limit should be strictly followed. (Para 24.6)

8. The licensing authority should communicate to the applicants the decisions taken on their applications, whether good or bad, very promptly. For this purpose a small size form may be printed or cyclostyled to facilitate this work. (Para 24.7)

9. The renewal of gun licences should be entrusted to the post offices. For this purpose the Director-General of Bangladesh Post Offices should print special adhesive stamps superscribed with the words "Arms Licence Fee, Bangladesh" for sale through the Treasuries. The post offices may purchase the stamps from the Treasuries on cash payment. The Director-General of Post Offices may be allowed a commission at some nominal rate, say 2% on the stamps purchased on cash payment from the Treasuries. The percentage of commission (including cost of adhesive stamps, if printed by the Director-General of Post Offices) may, however, be left open to negotiation. This may be fixed in consultation with the Director-General of Post Offices. (Para 24.9)

10. The holders of the gun licences may go to the post office selected by them and may present their licences at the window of the selected post office along with the cash to cover the renewal fee to the

clerk who will take stamp of the required denomination and paste it at the appropriate place of the licence. After this has been done, the papers may be submitted to the Post Master who will put his dated signature with the seal of the post office thereon at the appropriate space of the licence with the words "Renewed upto (Specifying the date)". Then the licence will be returned to the licensee. (Para 24.9)

11. The post offices will enter their daily receipt on account of renewal fees of the gun licences in a statement with the particulars of all the gun licences renewed by them and the fees realised on that account. A copy of this statement should be furnished to the offices of the licensing authorities every month for record, necessary postings in their registers and other actions. (Para 24.10)

12. In order that the holders of the gun licences are saved from inconveniences and the quantum of paper-work in the office of licensing or renewing authority is reduced, the period of validity of the gun licences should be enhanced from one year to three or five years. (Para 24.11)

13. The application form for gun licences and the form for furnishing enquiry report should be combined together and designed in such a way that remarks of the Chairman of the Union Council/Committee, the report of the enquiry officer and the orders of the licensing authority may be recorded in one and the same form. (Para 24.12)

14. The dealer in arms should return the gun licence to its holder after taking necessary action by him in connection with the purchase of the gun by him from the holder of that licence. The holder of the gun licence may, if he likes, surrender it to the licensing authority for cancellation if he does not like to purchase another gun or he may take other actions in connection with his licence as required under the rules. Clear instructions should be issued to the dealers in arms in this respect by the Government. (Para 24.13)

Driving Licence:

15. The issue of driving licence or other formalities connected therewith need not wait for the receipt of the police verification report.

On receipt of the application, a report from the local police may be called for but at the same time the field test, road test and other tests may be held pending the receipt of the police verification report. If, in the mean time, police report is received well and good, if not, driving licence may be issued to the applicant, if he is found otherwise fit, on production of a character certificate from a Chairman of the Union Council/Committee or from a gazetted officer. The police verification report may be obtained in due course and if anything adverse is found in the report, the licence may be cancelled. (Para 24.19)

16. Testing of competency of the drivers should be done invariably at all Subdivisional Headquarters (where necessary) at least once a month. The Motor Vehicle Inspector should chalk out a programme covering equal number subdivisions, if possible, so that all such tests can be conducted by him in the outlying subdivisions as well. (Para 24.20)

17. The licencing authority should arrange for a proper test at the time of issuing licence for heavy transport instead of demanding a certificate from the Motor Driving Training School. (Para 24.21)

18. The payment of fees for driving licences may be allowed by affixing postal order or stamps. It may also be considered if the fees could be realized in cash on proper receipt by the licensing authority. (Para 24.22)

19. The driving licences of the private persons, if not of the professionals, should be renewed for a period of three or five years at a time on deposit of requisite fees. (Para 24.23)

20. The outlying Subdivisional Officers should be empowered to renew the driving licences falling within their jurisdictions. (Para 24.24)

21. The renewal of driving licences may also be done through the post offices. The post offices may renew only those licences which contain no adverse endorsement. For this purpose, the Director-General of Bangladesh Post Offices may print special adhesive stamps superscribed with the words "Driving licence fee" for sale through the Treasuries. The post offices may purchase the stamps from the

Treasuries on cash payment. The Director-General of Post Offices may be allowed a commission at some nominal rate, say 2% on the stamps purchased on cash payment from the Treasuries. The percentage of commission (including the printing cost of special adhesive stamps, if printed by the Director-General of Post Offices) may, however, be fixed in consultation with the Director-General of Bangladesh Post Offices. (Para 24.25)

22. The holders of the driving licences may go to the post office selected by them and may present their licences at the window of the selected post office along with the cash to cover the renewal fee to the clerk who may take out a stamp of the required denomination and paste it in the appropriate space of the licence. After this has been done the papers may be submitted to the Post Master who will put his dated signature with the post office seal thereon at the appropriate space of the licence indicating the renewal of the licence. Then the licence will be returned to the licensee. (Para 24.26)

23. The post offices will enter their daily receipt on account of renewal fees of motor driving licences in a statement which should be furnished to the offices of the Deputy Commissioners every month for information and necessary postings in their registers. (Para 24.27)

24. A driving licence form in the shape of a booklet measuring $3\frac{1}{2}'' \times 2\frac{1}{2}''$ with spaces for renewals with all the driving instructions printed on it should be introduced. (Para 24.28)

Radio Licence :

25. The dealers of radio sets should acknowledge the licence fee in the cash memo. granted to the purchaser and should submit the application form duly filled in along with the requisite licence fee to the nearest post office. The post office will acknowledge the application and the fee from the dealer and send the licence to the address of the licensee without compelling him to visit the shop of the dealer only to take delivery of the licence. (Para 24.33)

26. The rates of fees for the first issue of radio licences should be fixed on quarterly basis as recommended in para 24.34.

27. In the alternative, the licence fee should be realised at a flat rate of Taka 10 for purchasing a radio set during any month of the year as is done in the case of other licences such as gun licence, driving licence, etc. (Para 24.34)

28. The provision in the rules requiring reference to the Post Master-General and his prior approval if the licences are presented for renewal after the 31st July should be omitted and the post offices should be authorised to renew the radio licences on realising requisite fees and surcharges without making any reference to the Post Master-General. If, however, it is thought that the above provision in the rules cannot be done away with, the powers of the Post Master-General in such cases should be delegated to the Superintendents of Post Offices/ Head Post Masters. (Para 24.35)

29. The radio licences may be issued in a booklet form with spaces for renewal of the licence for several years. The renewal can be done simply on the production of the licence in that form with requisite renewal fee. The renewing post office will take the cash and affix a stamp of that value in the appropriate place with endorsement indicating the date upto which the licence is renewed. The licence will be returned to the licensee after the Post Master has given his dated seal and signature at the appropriate place. (Para 24.36)

30. It may be considered if the issue and renewal of radio licences can be done upto five years at a time on payment of requisite licence fees. (Para 24.37)

31. The renewal for more than one year may, however, be made optional. If the radio licences are allowed to be renewed up to five years at a time, the question of realising the renewal fees at some concessional rates should also be considered to encourage the payment of renewal fees for more than one year at a time, at the rates suggested in para 24.38. The rates may be included in the conditions recorded in the radio licences. (Para 24.38)

Television Licence:

32. No application need be submitted at the time of renewal of the television licence. The licence should be renewed on production of the old licence and deposit of requisite renewal fee. (Para 24.41)

33. The issue/renewal of the television licence and the deposit of fees for the above purpose should be done in one and same form and at the same time. (Para 24.42)

34. The form may be designed in such a way that it contains all necessary particulars of the licence holders and amount of such licence. The form may be bound up in a book containing 25 sets of forms in triplicate—the duplicate and triplicate copy having a carbon back. The book may be issued to the licence holder at the time of first issue of licence after using the first set for the purpose of first issue of licence. The original copy of the first set will remain with the book and the duplicate and triplicate copy of the first set may be retained by the Bank. Out of these two copies, the duplicate copy will be kept by the Bank for their record and the triplicate copy will be sent to the Television Department along with the next statement to be sent to that Department. (Para 24.43)

35. At the time of renewal of the licence, the licence holder will produce the book issued to him along with the requisite renewal fee. If the fees are paid on quarterly basis, the same form may be used for payment of quarterly fees but the renewal will be done at the time of payment of the fees for the last quarter. (Para 24.43)

36. In the alternative, the television licence may be issued in a booklet form like gun licence with spaces for renewals. In that case the fees for issue and renewal of television licences may be paid to the Bank in pay-in-slips. (Para 24.44)

37. The dealers of the television sets should furnish the Director-General, Bangladesh Television, daily with full particulars of the sets sold and the full address and other particulars of the persons who purchased the sets, so that the Television Department may be able to compel the purchaser to obtain television licences within the time limit or may realise surcharges, etc., from the defaulters. (Para 24.45)

38. In the alternative, like the radio licences, the dealers may realise the licence fee by acknowledging the licence fee in the cash memo. granted to the purchaser and get the application form for television licences filled up by the purchaser at the time of selling the

television set and deposit the fee and the application to the nearest licensing authority (Manager of the Janata Bank) who will arrange to send the licence to the address of the licensee after issue. (Para 24.45)

39. So far as the realisation of renewal fees is concerned, the Television Department should send bills payable by each licensee at the end of each quarter so that they can deposit the fees in time on quarterly basis, if they like. (Para 24.46)

CHAPTER XXV

Procedure for Requisition and Acquisition of Land and Payment of Compensation thereof

1. By necessary amendment of the East Bengal (Emergency) Requisition of Properties Act, 1948, the notice of requisition under section 3 and that of acquisition under sections 5(1a) and 5(3) thereof with other relevant sections and sub-sections of the Act should be combined into one stage and accordingly compensation should also be paid in full at one stage. (Para 25.19)

2. The forms for issue of notices under sections 3, 5(1a) and 5(3) of the Requisition Act should also be revised and combined into one form with instructions to use only those portions necessary for the particular purpose, viz., requisition, requisition for the purpose of acquisition, etc., by striking out the unnecessary portions. (Para 25.20)

3. The rate report and the award should be prepared finally at one stage. The compensation should also be paid at one stage. (Para 25.21)

4. Like settlement operations, the Surveyors and Kanungoes of the Land Acquisition Office should hold camps in the locality at the ~~time~~ of preparation of field book, etc. The Land Acquisition Officer should visit those camps and inspect the work of the Kanungoes and Surveyors and hear objections, if any, on the spot. (Para 25.28)

5. The Fee Books and the Index Registers of the Registration Offices should contain two more columns namely "Class" and "Value" of the land sold so that the sale figures can be collected from them without consulting the volumes. In the alternative, a separate

register with necessary columns should be maintained in the Registration Offices so that the sale figures can be collected more easily and quickly by consulting that register. The columns of the register should be filled up daily as soon as the deeds are registered. (Para 25.29)

6. In respect of the peculiar classes of lands and in respect of those lands for which no sale figures are available from the Registration Offices, the Land Acquisition Officers should arrive at a precise market value of the land by asking for claims and giving hearing to the parties by holding local enquiries. (Para 25.30)

7. The requiring bodies should arrange their fund before they submit their proposals for requisition of lands and no requisition proceedings should be started before the requiring bodies can ensure about the placement of their fund within a reasonably short time, say within three months, at the latest, after the receipt of the award. (Para 25.31)

8. In case, the requiring body cannot place the entire fund of the award at the disposal of the Deputy Commissioner within a year after receipt of the award, fresh award on the basis of up-to-date sale figures should be prepared and the requiring body should be charged an additional contingent cost for this extra work due to its negligence. (Para 25.32)

9. Unnecessary columns in the form for preparing estimates (Form No. 4A) should be omitted while printing forms in future. (Para 25.34)

10. The form (Form No. 2496) for issuing cheques in land acquisition cases should be thoroughly revised providing spaces for (a) more awardees, (b) signature of the L. A. O., (c) signature of the Treasury Officer, etc., as per specimen given at Appendix A. With the introduction of the revised form Form No. 2507 now used for cash payments may be eliminated. (Para 25.35)

11. A maximum ceiling, say 50% of the award of the Deputy Commissioner, should be fixed for the arbitrator in all arbitration cases. (Para 25.37)

12. Necessary provision for allowing the requiring bodies to change the character of the land after delivery of possession on full and final payment should be made in the connected rules. (Para 25.40)

13. In cases of requisition of land for temporary periods for use as brick fields and similar other purposes, the Government should permanently acquire those lands. As soon as the purpose for which the lands were temporarily required will be over, it should be treated as Government Khas land and it should be disposed of in accordance with the existing procedures, preference being given to its erstwhile owners. (Para 25.41)

14. Separate provisions under a separate section of the Requisition Act should be made for temporary requisition of properties other than land. In cases of such temporary requisition, properties should be requisitioned for public purpose or in public interest for a period not exceeding 5 years extendable by another period of 5 years with the permission of the Government. The possession of the requisitioned properties should revert to the owners invariably after 10 years. (Para 25.42)

CHAPTER XXVI

Procedure for Refund

1. In order to save the public from the harassment of obtaining the nationality certificate from other sources, the authority issuing the refund order should conveniently add, at the time of issuing refund order, a sentence that the applicant is a national of Bangladesh. (Para 26.13)

2. The signature of the applicant for refund should be verified with the signature given by the depositor on the copy of the challan depositing the amount. If the copy of the challan is not available, the authority issuing the release order may also attest the signature of the applicant at the time of issuing release order. (Para 26.14)

3. In A/C payee case, the signature is immaterial and therefore no objection in such refund cases should be raised on this account. (Para 26.15) -

4. The authority issuing refund order for the parties depositing their money at the Dacca Treasury for works in different districts of the country should attach with the refund order their specimen signatures duly attested by a Gazetted Officer. (Para 26.16)

5. A time limit, say, a month from the receipt of application for refund, should be fixed and the department should issue the release order positively within this time limit. (Para 26.17)

6. For the sake of mitigating the sufferings of the public, prompt transmission of advice lists of refunds from the Treasury to the Bangladesh Bank/Sonali Bank should be ensured. (Para 26.18)

7. In order to remove the difficulties of the public, the Director, Institute of Diseases of Chest and Hospital, Mahakhali should be permitted to deposit the paying bed charges and pathological examination fees with the Janata Bank at Mahakhali. On discharge of the patient from the hospital, the actual dues on account of the patient for the whole period of his stay should be deposited in the Bangladesh Bank by treasury challan or through the Janata Bank. The remaining refundable amount should be paid to the party on demand in cash or by cheque by the Director, IDC & H. For this purpose, a register showing the name of payee, amount paid with date, date of deposit in the Bank, actual period of stay in hospital, amount to be deposited in Bangladesh Bank/Treasury, number and date of challan under which deposited, amount to be refunded, no. and date of receipt showing refund, remarks, etc., should be maintained. This procedure should be made as an exception to rule 7(1) of the Bangladesh Treasury Rules, Vol. I and incorporated in para 2 of the said rule. If this procedure is accepted, it may be made general for all hospitals. (Para 26.19)

8. The controlling authority should be empowered to sanction refund of money (up to Tk. 1000) deposited against proper head instead of revenue deposit head. The period for transferring the deposited amount from revenue deposit head to the proper head of account should also be extended from 3 years to 5 years with a view to minimising the official formality and mitigating public harassment. (Para 26.20)

9. In order to minimise the sufferings of the public in getting refunds from the Bangladesh Railway, the Divisional Commercial Officers of the different zones into which the Bangladesh Railway has been territorially divided should be empowered to deal with the refund cases falling within their respective jurisdictions and the refund cases now lying undisposed of at the Chief Commercial Manager's office at Chittagong should be sent to the concerned zonal offices for quick disposal. (Para 26.21)

10. There should be a time limit to settle claims for refund of the value of unused or partially used tickets of Hajj Pilgrims by the carrier company and to make necessary refund of such cases within the time limit so fixed in order that the claims are settled expeditiously, thereby minimising the sufferings of the public. (Para 26.22)

11. The local drawing and disbursing officer of the Directorate of Movement and Storage should be authorised to issue release/refund order of the security deposit. Similarly, the refund of security deposit realised by deduction from the contractors' bill should be paid by the local Treasury and only in case of Dacca, such refund bills should be paid by the A. G. B. (Para 26.23)

12. The Coal Controller should be authorised to issue refund order if he is satisfied that the money was actually deposited into the Treasury and the party was not supplied with any coal against the money deposited. (Para 26.24)

13. The Deputy Commissioners should be authorised, by making necessary amendments in the Treasury Rules (Vol. I) and the Bengal Financial Rules, to sanction the refund of lapsed deposits. Before making such sanction, however, the Deputy Commissioner should verify that the amount was really received and credited to Government account as lapsed and was not paid previously. He should also satisfy himself that the claimant's identity and title to the money were certified by the officer releasing such refunds. (Para 26.25)

14. Requisite staff should be provided to the Treasuries commensurate with the work so that the registers can be kept up to date by posting the challans therein as soon as they are received from the Bangladesh Bank/Sonali Bank. (Para 26.28)

15. Bangladesh Form No. 2181 and the register containing the said form should be supplied to the Treasuries in sufficient number so that no difficulty is faced in posting the challans in time under head 85A—(Food, food-grain licence, etc.). (Para 26.29)

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