

SECRET



REPORT
of
The Administrative and Services
Reorganisation Committee

PART II: THE ADMINISTRATION



For official use only

October, 1973

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১/২, নিউ বেলী রোড

ঢাকা-২

নং ফ ৭৮-৫৯৪

তারিখ ১২ই অগ্রহায়ণ, ১৩৮০।

প্রশাসনিক ও চাকুরী
পুনর্বিन্যাস কমিটি

বঙ্গবন্ধু শেখ মুজিবুর রহমান,
প্রধানমন্ত্রী,
গণপ্রজাতন্ত্রী বাংলাদেশ সরকার,
ঢাকা।

মাননীয় প্রধানমন্ত্রী,

প্রশাসনিক ও চাকুরী পুনর্বিन্যাস কমিটির রিপোর্টের দ্বিতীয় খণ্ড আপনার ও আপনার সরকারের বিবেচনার জন্য দাখিল করা হইতেছে। এই খণ্ডে প্রশাসনিক পুনর্বিন্যাস বিষয়ে আলোচনা ও সুপারিশ করা হইয়াছে।

এই খণ্ডের সপ্তম অধ্যায়ে সচিবালয়ের সংগঠন ও সচিবালয়সহ অন্যান্য দফতরসমূহের কার্যবিধি গতিশীল করিয়া জনগণের অভাব অভিযোগের আশু প্রতিকার ও তাহাদের দৈনন্দিন জীবনের প্রয়োজনীয় বিষয়সমূহ দ্রুততার সহিত বিবেচনা করিয়া যথাবিহিত ব্যবস্থা অবলম্বন সম্পর্কে আলোচনা ও সুপারিশ করা হইয়াছে। উক্ত অধ্যায় অন্তর্বর্তীকালীন রিপোর্ট হিসাবে আপনার সমীপে বিগত ১২ই জ্যৈষ্ঠে দাখিল করা হইয়াছিল। কার্যবিধি অধিকতর গতিশীল করিবার সুপারিশ সংযোজিত করিয়া উক্ত অধ্যায়টির কিছু সংশোধন করা হইয়াছে। সংশোধিত অধ্যায়টি এই খণ্ডে অন্তর্ভুক্ত করা হইয়াছে।

স্বায়ত্বশাসিত সংস্থা ও রাষ্ট্রায়ত্ত্ব শিল্পসংস্থাসমূহের প্রশাসন ও পদ্ধতিগত জটিলতার সহজীকরণ সম্পর্কে আলোচনা ও সুপারিশসহ কমিটির রিপোর্টের বাকি অংশ আপনার ও আপনার সরকারের বিবেচনার জন্য সত্বরই দাখিল করা হইবে।

আপনার অনুগত,
প্রশাসনিক ও চাকুরী পুনর্বিন্যাস
কমিটির সভাপতি,

(মুজাফ্ফর আহমদ চৌধুরী)

PREFACE

On the 15th of March, 1972, the Government decided to appoint a Committee with Professor Muzaffar Ahmed Choudhuri, the then Vice-Chancellor, Dacca University, presently Chairman of the University Grants Commission, as Chairman to determine the policy regarding the fresh recruitment to the Government services.

2. As the Members of the Committee, the Government decided to include the following:—

- (i) A representative from the Planning Commission.
- (ii) Secretary, Ministry of Cabinet Affairs (Establishment Division).
- (iii) A political representative to be nominated by the Prime Minister.

3. Professor Anisur Rahman, Member, Planning Commission was nominated by the Planning Commission to be a Member of the Committee and Mr Abdul Muntaquim Choudhury, the then M.C.A., now Ambassador of Bangladesh in Japan, was nominated by the Prime Minister to be the Political Representative on the Committee. Mr M. M. Zaman was initially a Member of the Committee in his capacity as Secretary, Ministry of Cabinet Affairs (Establishment Division). Later, he was appointed as the wholetime Member-Secretary of the Committee.

4. Terms of reference of the Committee were later expanded as follows:—

- (a) To consider the present structure of various services, both technical and non-technical, and determine the future structure keeping in view the functional needs and requirements of the Government;
- (b) To consider the ~~question of~~ amalgamation of all the Civil Services (that is, services other than Defence) into one unified service;

- (c) To determine the principles of integration of the personnel of various services in the new structure, and to determine the *inter se* seniority of personnel of the different services having similar academic background and job experiences in the process of merger or amalgamation, in case some structural changes are envisaged;
- (d) To determine the future recruitment policy in the Government services at various levels keeping in view the educational and other job requirements; and
- (e) To prepare and recommend a comprehensive scheme for administrative reorganisation.

5. The Committee in the course of its examination of the issues, heard the representations from 183 service associations, interviewed 13 Ministers and 55 high officials, viz., Secretaries to the Government and heads of autonomous organisations, sector corporations of nationalised enterprises, insurance, banking and other financial credit institutions.

6. The Committee visited Chittagong and Rajshahi districts to study the district administration and to meet a cross section of the public and the district officials. The Committee had also visited the U.S.S.R. on the invitation of the Soviet Government to obtain the first-hand knowledge about the administrative and service structure existing in Soviet Russia. Joint meetings were held with the National Pay Commission to exchange ideas and views and to deliberate on common issues. One of these meetings was presided over by the Prime Minister.

7. In the course of its examination, the Committee found the existing services divided into too many distinct entities with artificial walls built around them with varying career prospects, lacking in ~~them and too much class and rank-oriented~~ with very little opportunities to rise to the top ~~for those who started their career in the lower ranks.~~ The service structure designed to serve a colonial,

federal form of Government within a capitalist framework was found unsuitable for the independent, socialist, democratic and unitary Government and inadequate to meet the challenge of quick development and socialist reconstruction of the country. In these circumstances, the Committee felt the necessity of refashioning and restructuring the Bangladesh Civil Service. It has, therefore, recommended a single classless continuous Unified Grading Structure for the entire Civil Service of Bangladesh in which there will be no reservation of any post for any group, except for obvious technical reasons. The members of this Service will be required to acquire professionalism in chosen areas of administration, and there will be adequate opportunity for talented persons to quickly rise to the top from any level of the Service. The status of scientific, technical and artistic talents, teachers and field officers has been upgraded. Provisions have been made for systematic re-exposure of senior officers serving in the national headquarters to the field, and towards the establishment of a living fellowship of officers with the common men. The recommendations for training take special note of the need for orientation and training of existing incumbents as well as new recruits in the new social philosophy of the nation. Great emphasis has been given to systematic and scientific career management and personnel development.

8. On the administrative side, the Committee found the structure outmoded, the system sluggish and irresponsible to the people and the procedure complicated, confusing and ponderous. It has, therefore, recommended a simpler structure with more rational distribution of work and responsibility with built-in arrangement for the quick disposal of business and positive response to the people.

9. The first part of the Report, which was submitted to the Prime Minister on the 1st of Baisakh, 1380, contained the proposals for the reorganisation of the Services. The reorganisation of the Services had to be taken up first in order to assist the National Pay Commission in determining the new pay scales.

10. In the second part of the Report which is now being submitted, recommendations have been made regarding the reorganisation of the Secretariat System and Procedure of Work, Ministerial and Departmental Organisation, and District and Local Government Administration.

11. Mr Abdul Montaquim Choudhury could not sign this part of the Report as he had to leave for Tokyo to take up his ambassadorial appointment. The deliberations were, however, completed before he left. He is in agreement with the conclusions reached and the recommendations made in this part of the Report.

ADMINISTRATIVE REFORM

TABLE OF CONTENTS

	PAGE
Letter of Transmittal	I
Preface :	III

CHAPTER VII

The Secretariat System and Procedure of Work:

Existing Secretariat Set-up	185
Secretariat-Department Relationship . .	188
Reorganisation of the Internal Structure of the Ministries,	194
Office of Planning and Policy	197
Personnel Office	197
Finance Office	198
Policy Advisory Committee	199
Internal Policy Council	200
The Position of Secretary	201
Reorganisation of the Attached Offices	201
Project and Execution Planning	202
Office Procedure and Expeditious Disposal of Work	203

CHAPTER VIII

Ministerial and Departmental Organisation:

Introduction	213
Principles of Administrative Reorganisation	213
Deficiencies of the Administrative Organisation	215
Ministerial and Departmental Organisation	216
Size of the Cabinet . .	216
Cabinet Procedure . .	217
Committee System . .	218
Existing Ministries . .	219
Prime Minister's Secretariat	222

	PAGE
Cabinet Secretariat (Ministry of Cabinet Affairs)	222
National Statistical Organisation ..	223
Common Services	223
Defence	223
Reorganisation of other Ministries ..	223
Ministry of Agriculture and Rural Development	223
Ministry of Communication and Transport	224
Ministry of Education ..	225
Ministry of Finance ..	226
Ministry of Food ..	226
Ministry of Foreign Affairs	226
Ministry of Foreign Trade, Commerce and Civil Supplies	227
Ministry of Home Affairs ..	227
Ministry of Industries	227
Ministry of Information and Broadcasting	228
Ministry of Jute ..	228
Ministry of Labour and Social Welfare	228
Ministry of Land Administration, Land Reforms and Local Government.	228
Ministry of Law and Parliamentary Affairs	229
Ministry of Natural Resources ..	229
Ministry of Planning and Planning Commission	230
External Resources Division	234
Ministry of Public Health and Population Control	236
Ministry of Public Works and Urban Development	236
Ministry of Relief and Rehabilitation	236
Proposed Ministries and Divisions ..	236
Size of the Secretariat	239
Other Secretariat Organisations ..	239
Ombudsman and Administrative Tribunals	240

	PAGE
Co-ordination	240
Delegation of Financial Powers	242

CHAPTER IX

District Administration:

Introduction	249
Number, Type and Dimension of District	250
Purposes and Principles of the District Administration	252
Law and Order	252
Assessment and Collection of Land Revenue and other Taxes	253
Administration of the Land	254
Executive Functions ..	255
Relief	255
Development ..	255
The Framework ..	257
Reorganisation of the District Administration	266
Size and Population .	267
Judicial Administration .	271
Separation of the Judiciary from the Executive ..	273
Public Order	274
Revenue Administration	279
Reorganised Role of the Deputy Commissioner .	280
Tours	283
Development Administration	285
Divisional Administration	287
Regional Planning Authorities	288
Thana Administration	288
Regulatory and Static Administration at Thana Level	289
Union Administration	291

CHAPTER X

	PAGE
Local Government Administration:	
Introduction	293
Union Parishad	295
Membership of the Union Parishad	296
Chairman and Vice-Chairman of the Union Parishad	296
Functions of the Union Parishad ..	297
Sources of Income of the Union Council	298
Relationship between the Union Parishad and the Government	299
Thana Parishad	299
Chairman and Vice-Chairman of the Thana Parishad	300
Functions of the Thana Parishad	300
Committee System of Work in the Thana Parishad	301
Income of the Thana Parishad ..	302
Thana Development Administration	303
Thana Development Officer ..	305
Co-ordination of Rural Development	306
Zilla Parishad	307
Chairman and Vice-Chairman of the Zilla Parishad	309
Functions of the Zilla Parishad ..	310
Role of the Zilla Parishad ..	310
Officers of the Zilla Parishad ..	311
Local Government Service ..	312
Finances of the District Councils ..	314
Sources of Income of the District Councils ..	315
Augmentation of the Income of the Local Bodies	315
Municipalities	319
Removal of Chairman, Vice-Chairman and Members of the Local Bodies.	320
Relations between the National Government and the Local Bodies,	321

	PAGE
Summary of Main Recommendations	327

APPENDICES

Appendix VI—List of Proposed Ministries, Divisions, Attached Departments and Subordinate Offices and their Main Business.	358
Ministry of Agriculture and Rural Development	358
Ministry of Cabinet Affairs	360
Ministry of Communication and Transport	364
Ministry of Education	366
Ministry of Finance	368
Ministry of Food	371
Ministry of Foreign Affairs	372
Ministry of Foreign Trade, Commerce, and Civil Supplies	373
Ministry of Home Affairs	374
Ministry of Industries	375
Ministry of Information and Broadcasting	377
Ministry of Jute	378
Ministry of Labour and Social Welfare	379
Ministry of Land Administration, Land Reforms and Local Government.	380
Ministry of Law and Parliamentary Affairs	381
Ministry of Natural Resources	382
Ministry of Planning	383
Ministry of Public Health and Population Control	384
Ministry of Public Works and Urban Development	385
Ministry of Relief and Rehabilitation	386

	PAGE
Appendix VII—Set-up of Field Offices under different Ministries/ Divisions of the Government of the People's Republic of Bangladesh.	387
Ministry of Agriculture:	
Directorate of Agriculture (Extension and Management)	387
Directorate of Agriculture (Research and Education)	388
Directorate of Agricultural Marketing	398
Department of Soil Survey	399
Agricultural Census Organisation	399
Agricultural Information Service	400
Ministry of Cabinet Affairs:	
Establishment Division	
Public Service (First) Commission	401
Public Service (Second) Commission	401
Department of Government Transport	402
Office of General Editor, District Gazetteers	403
Civil Servants' Training Academy	403
Bangladesh Secretariat Record Room	405
Bangladesh Secretariat Library	405
Staff Welfare Organisation	405
Department of Printing and Stationery	406
Board of Management Government Servants' Benevolent Fund	407
Board of Trustees Bangladesh Government Servants' Group Insurance Trust.	407
General Administration (Field Offices)	407
Prime Minister's Secretariat	
National Security Intelligence and Jatiyo Rakkhi Bahini	409
Anti-Corruption Department	409
Prime Minister's Vigilance and Inspection Bureau	409
Special Police Establishment	410

	PAGE
Ministry of Commerce:	
Commerce Division	
Department of Trade and Commerce	411
Office of the Controller of Insurance	411
Office of Registrar of Joint Stock Companies and Firms	411
Patent Office and Trade Marks Registry	
Foreign Trade Division	
Office of the Chief Controller of Imports and Exports	413
Export Promotion Bureau	414
Department of Supplies and Inspection	415
Directorate of Coal	415
Tariff Commission	416
Ministry of Communication:	
Roads and Highways Directorate	417
Bangladesh Railway	420
Office of the Superintendent, Road Transport Maintenance	430
Office of the Secretary, Bangladesh Transport Authority	430
Port Directorate, Chalna Anchorage	430
Ministry of Defence:	
Directorate of Military Land and Cantonments	433
Department of Meteorology	
Armed Services Board	434
Defence Science Organisation	
Department of Cyphers	435
Ministry of Education, Cultural Affairs and Sports:	
Education Directorate	437
Directorate of Technical Education	438

	PAGE
Directorate of Sports and Physical Education	439*
Directorate of Archives and Libraries	440
Department of Archeology	440
Office of Registrar of Copyrights	441
Ministry of Finance and Jute:	
National Board of Revenue	443
Customs Department	444
Collectorate of Customs and Excise	446
Department of Customs Intelligence and	446
Income Tax Department	447
Directorate of Complaints and Investigation	449
Department of Taxation and Excise	449
Department of National Savings . .	450
Comptroller and Auditor-General, Bangladesh . .	450*
Accountant-General, Bangladesh	450
Deputy Comptroller of Post, Telegraph and Telephone Accounts.	451
Directorate of Audit and Accounts (WORKS and WAPDA)	451
Defence Audit Department	452
Office of the Joint Director Commercial Audit	452
Office of the Controller of Military Accounts	
Jute Division:	
Directorate of Jute . .	453
Ministry of Food and Civil Supplies:	
Directorate of Procurement, Distribution and Rationing	455
Directorate of Movement and Storage	456
Department of Accounts (Food)	
Directorate of Silos . .	
Directorate of Inspection, Control and Training .	

	PAGE
Ministry of Forest, Fisheries and Live-stock:	
Forest Department	459
Directorate of Fisheries	460
Department of Live-stock Services ..	461
Zoological Survey of Bangladesh ..	464
Ministry of Health and Family Planning:	
Directorate of Health Services (Curative)	465
Directorate of Health Services (Preventive)	466
Directorate of Health Services (Medl., Edn., Trng. and Research)	466
Ministry of Home Affairs:	
Police Directorate ..	467
Prisons Directorate ..	467
Department of Civil Defence	468
Department of Immigration and Passports	469
Department of Ansars ..	469
Survey of Bangladesh	470
Department of Fire Service ..	470
Bangladesh Rifles ..	471
Census Organisation ..	472
Ministry of Industries:	
Industries Division	
Department of Industries	473
Department of Explosives	
Central Testing Laboratories	474
Office of Chief Inspector of Boilers	475

	PAGE
Ministry of Information and Broadcasting:	
Press Information Department	477
Department of Mass Communication	477
Department of Publications	478
Department of Films	479
Department of Research and Reference	479
Office of the Bengali Translator to Government and Registrar of Publications.	480
Bangladesh Board of Film Censors	480
Radio Bangladesh	480
Bangladesh Television	482
Ministry of Labour and Social Welfare:	
Department of Labour	487
Department of Trade Unions	489
Department of Inspection for Factories and Establishments	490
Minimum Wages Board	492
Labour Appellate Tribunal	492
Labour Court I, Dacca	492
Labour Court II, Dacca	492
Labour Court, Chittagong	493
Labour Court, Rajshahi	493
Labour Court, Khulna	493
Seamens' Emigration and Welfare Directorate	493
Directorate of Social Welfare	494
Ministry of Land Administration and Land Reforms:	
Directorate of Land Records and Surveys	497
Controller of Revenue Accounts	497
Registration Directorate	498

	PAGE
Ministry of Law and Parliamentary Affairs:	
Supreme Court of Bangladesh ..	499
Office of Administrator-General and Official Trustee	500
Office of the Attorney-General	500
Office of the Official Receiver, Supreme Court (High Court Division).	500
Office of the Registrar of Money Lenders	501
Income Tax Appellate Tribunal	501
Bangladesh Election Commission	502
Ministry of Local Government, Rural Development and Co-operatives:	
Local Government Division	
Directorate of Public Health Engineering	503
Co-operatives Division	
Co-operative Department	504
Ministry of Natural Resources, Scientific & Technological Research and Atomic Energy	
Bureau of Mineral Development	507
Geological Survey of Bangladesh	507
Ministry of Planning:	
Bangladesh Bureau of Statistics ..	509
Office of the Chief, Transport Survey ..	510
Ministry of Post, Telegraph and Telephone:	
Department of Post Offices ..	511
Department of Telegraph and Telephone ..	516

	PAGE
Ministry of Power, Flood Control and Water Resources:	
Department of Irrigation.	531
Office of the Chief Electrical Inspector and Adviser	531
Ministry of Public Works and Urban Development:	
Department of Buildings	533
Directorate of Government Accommodation	533
Directorate of Urban Development	534
Directorate of Housing and Settlement	535
Ministry of Relief and Rehabilitation:	
Office of the Project Director, Low Cost Housing Project in Disaster Prone Areas.	537
Office of the Finance Officer, Civil Relief	537
Ministry of Shipping, Inland Water Transport and Aviation:	
Department of Shipping (including the Mercantile Marine Department, the Government Shipping Office, Port Hajj Office and the Marine Academy).	539
Office of the Special Officer, Marine Accident	540
Office of the Engineer and Ship Surveyor and Registrar of Inland Shipping.	541
Office of the Engineer and Ship Surveyor, Narayanganj	541
Navigation Directorate	541
Department of Civil Aviation	541
Appendix VIII—Functions proposed for the Local Bodies:	
Union Parishads ..	545
Thana Parishads ..	549
Zilla Parishads ..	551
Municipalities ..	557

CHAPTER VII

THE SECRETARIAT SYSTEM AND PROCEDURE OF WORK

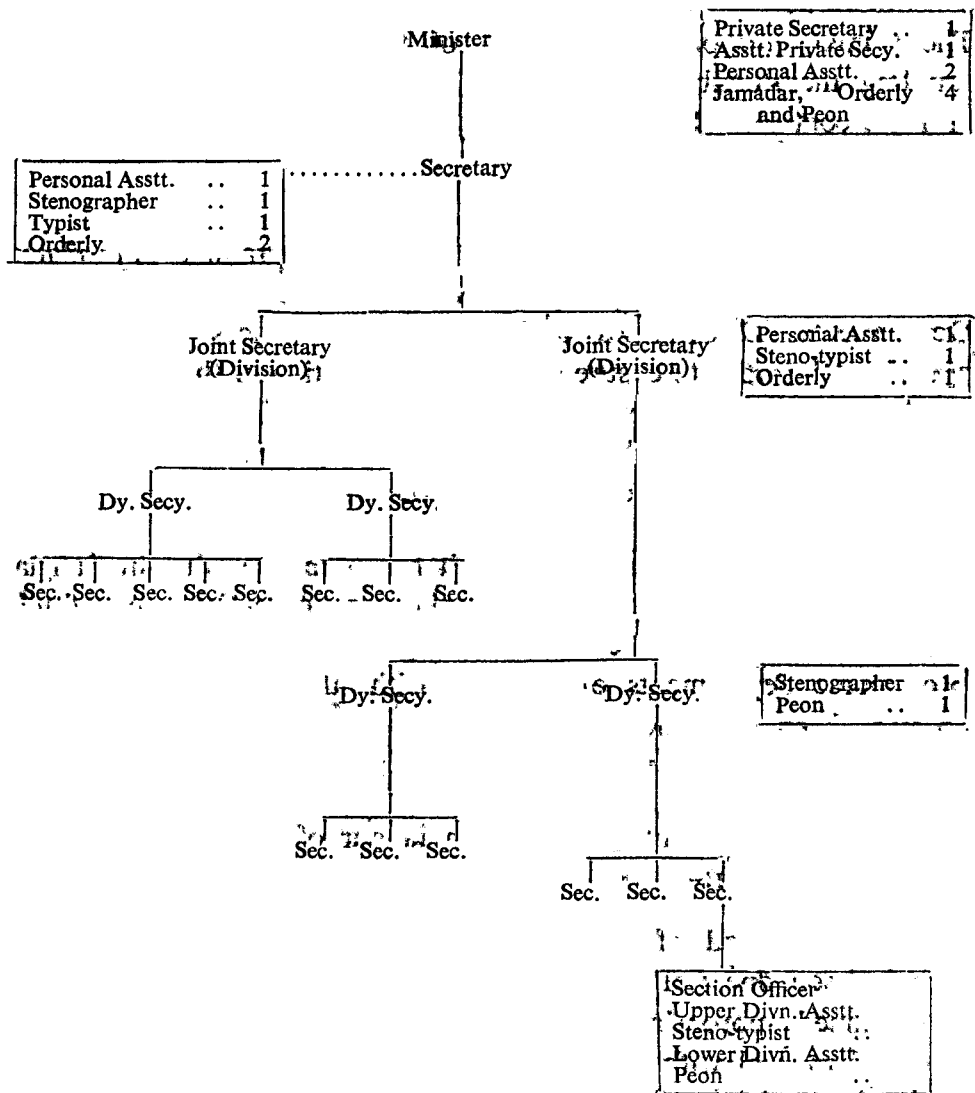
Existing Secretariat Set-up

7.1 The Secretariat is the keystone of present administration. It is the nerve centre of the entire administrative organism and the mainspring of all governmental activities. It is here that all the administrative policies are conceived of and thought out, take their final shape and are issued out to the Heads of Departments for execution. Under this system, a specially trained cadre of generalists was selected through an examination process, and eventually promoted to positions of responsibility in the administrative hierarchy of the Government. At the Secretariat, they supervise the technical and programme departments. All decisions of the Government, both policy and administrative, come about as the result of elaborate staff considerations within the Secretariat which serves as the almost exclusive channel of advice to the Ministers. The organisation has, therefore, the important Secretariat posts from the Secretary down to the Section Officer.

7.2 The Administrative set-up of the Government of Bangladesh is divided into Ministries amongst which the various subjects of governmental activity are distributed according to the following criteria: (a) function or purpose (most Ministries all over the world are function or purpose-based); (b) work process (Ministry of Public Health and Family Planning, Ministry of Public Works and Urban Development, etc.); (c) clientele (Ministry of Relief and Rehabilitation, Ministry of Labour and Social Welfare, etc.); and (d) geography, administrative convenience and manageability. These principles, it may be mentioned, cannot be applied rigidly in all cases. In such a situation, history, tradition, constitution, customs and conventions do play their part in varying proportions. A Ministry consists of one or two or more Divisions and a Minister is in charge of all of them. In certain cases, two or more Ministries are placed under the charge of one and the same Minister. A Ministry or a Division is an organisational unit consisting of a Secretary to the Government with a part of the

Central Secretariat under his administrative control. Normally, a Secretary to the Government of Bangladesh is the administrative head of a Ministry or a Division. The Secretary has four important functions: (a) he is the Minister's most immediate and confidential adviser on policy; (b) he is responsible for the day-to-day operations of the Ministry; (c) he has the ultimate responsibility for matters relating to staff and organisation; and (d) as the Chief Accounting Officer, he has also ultimate responsibilities for all departmental expenditure. This is helpful in maintaining the unity of command. The Divisions usually are in charge of Joint Secretaries excepting those Divisions which are in charge of Secretaries. A Joint Secretary is supposed to be vested with the maximum measure of independent functioning and responsibility subject to the overall control of the Secretary. According to the Secretariat Instructions, a Joint Secretary should submit cases within his charge direct to the Minister, the file being returned to him through the Secretary. In actual practice, however, he is submitting all cases to the Minister through the Secretary. In a Parliamentary Government, a very senior officer, Secretary and Joint Secretary and the like, is required to spend most of his time in the Parliament to assist the Minister in various ways. For the efficient and expeditious disposal of business allotted to it, a Division is divided into a number of Branches and Sections. A Section is under the charge of a Section Officer. In the Secretariat of the former State of Pakistan, a Section Officer was assisted by an Upper Division Assistant, a Steno-typist and a peon. In the Secretariat of the former Province of East Pakistan, there was, in addition to the employees mentioned above, a Lower Division Assistant as a Record Keeper. Since Liberation, the set-up as in the former Provincial Government has been continuing in Bangladesh. According to the Secretariat Procedure, the dealing of a case starts from the level of a Section Officer. The Record Keeper is responsible only for the storage and production of the records. The Upper Division Assistant is responsible for entering the fresh receipts in the relevant files. He is debarred from noting on any case. In view of this, 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. 'Usually, three to five Sections' form a Branch which is under the charge of a Deputy Secretary. In certain matters, he may transact business direct with the Minister but proposals involving important policy decisions are always routed through the Joint Secretary or the Secretary or both. In some major Ministries/Divisions, a couple of Branches form a Wing dealing with a well-defined field. The following organisation chart will indicate the standard Secretariat set-up:—



7.3 The Secretariat is responsible for the collection, collation, analysis, evaluation and synthesization of the data, facts and figures, and evidences on which the Minister forms the policy. Once the policy is formulated, the Secretary is responsible to see that it is executed and, for that purpose, issues instructions to the Heads of Departments who are actually responsible for carrying it into effect. Thus, the Secretary is the real head of his unit of the administrative machine and it is he who provides the requisite motive force to the constituent parts of the machine in order to enable them to function. The primary responsibility is that of the Secretary who, notwithstanding the distribution as shown above, remains responsible for ultimate control and supervision.

Secretariat-Department Relationship

7.4 For the execution of the policies and programmes formulated in the Secretariat, the Government has set up a number of Attached Departments, Directorates and Subordinate Offices as executive agencies. In order to ensure expeditious execution of the programmes involving the major efforts of the Government, a number of Public Statutory Corporations have also been set up in recent times, and these will be discussed in a separate part.

7.5 The Secretariat system, as it has been operating in Bangladesh, is based on the premise that policy and execution are divisible and the Secretariat is concerned only with the former and the programme departments exclusively with the latter. There has, however, been a traditional and continuous debate on policy-execution dichotomy and policy-execution continuum.

7.6 The arguments advanced in favour of the dichotomy have been the following:—

(a) The Head of a Department may be able to ensure the technical soundness of the scheme but the remaining aspects of it can be examined appropriately only in the Secretariat which is properly equipped to deal with all aspects of the proposals in a co-ordinated fashion;—

(b) The efficiency of an executive department essentially depends on the effective performance of the normal operational duties in the field by its head. If the Head of a Department is employed on Secretariat work or is required to tender advice to a Ministry as one of his normal functions, this is bound to affect adversely the efficiency and effectiveness of the Department as he will have very little time left to attend to his field functions;

(c) The Secretariat scrutiny provides the necessary objectivity essential for dealing with personnel cases which cannot be effectively dealt with if left to the Head of the Department who is apt to be influenced by departmental bias developed over years;

(d) The Secretariat as a repository of conventions and precedents is in a better position to ensure that relevant documents and papers are furnished to the decision-making authority, a condition which, it has been observed, a technical department is often unable to fulfil;

(e) The Departmental Head is generally not in a position to devote full time to international negotiations for loans or otherwise or to give due consideration to national and international implications of different issues; and

(f) Under most Ministries, there are a number of Departments dealing with diverse business. The Secretariat plays the vital role of co-ordinating their activities and advising the Minister in the formulation of a co-ordinated policy. In the absence of the policy-execution dichotomy, there will have to be a large proliferation of the Ministries each dealing with only one well-defined subject or the Minister will be flooded with undigested, unco-ordinated and often conflicting advice from a number of Heads of Departments.

7.7 The arguments advanced in favour of the continuum have been the following:-

(a) Policy and execution are interacting and cannot be conceived of in total isolation. The initiator of a programme must at the same time be concerned with administrative feasibility and is in the best position, as a programme operator, to appraise the relative priority

of proposals within his own area of competence and their administrative requirements;

(b) A sharp and clear-cut distinction between policy and execution has the effect at times of producing sterile and unrealistic administration;

(c) The delay and the procrastination consequent to the dichotomy is avoided. Direct access to the decision-maker (*i.e.*, Minister) gives impetus to the work and dispense with the requirement of constant references to another agency and consequent examination at a lower level, which very often leads to delay;

(d) The execution of the policies and programmes are not impeded by rules and regulations imposed by the Secretariat; and

(e) The unproductive personality clash between the Secretariat Officers and Department Officers is avoided.

7.8 We are of the view that it is not possible to elect exclusively in favour of the one or the other system. There are merits in both the system. **The organisation of the machinery of the Government should be flexible enough to suit the varying circumstances of each case.** The present system has evolved from the days when the size of the Government was small and its functions simple—mainly regulatory in nature. There has been in recent times a phenomenal growth in the size, complexity and responsibilities of the Government. Its character is now mainly developmental and its aim welfare of the people. We will have to take into account the fact that socialism is now one of the fundamental principles of State policy. This implies expansion of the public sector and, in particular, the creation of more Public Corporations. We will also have to keep in view the Government decision to set up directly elected Local Governments at the district, thana and union levels and also the proposed devolution to these bodies of a large number of functions now being performed at national level.

7.9 **We are of the view that 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. The residuary functions with the National Government will be marginal. Retention of a full-fledged Department to look after these functions will not be justified. In this connection, we further presume the bulk of the personnel of the Departments could be, in these cases, transferred to the District Councils and the existing Corporations.

7.10 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 services, training or survey and research or provision of services and supplies, the existing system may be continued. Regulatory bodies like the Police, the Import-Export Licensing etc., should be insulated from interference by the Government as much as possible. Once the policy has been laid down in this field, the executive agencies should have operational autonomy so that they may effectively execute the policy and operate the regulatory machine with maximum efficiency. In supply and services matter, the policy involvement is not frequent. On the other hand, the heads of these agencies should give their entire attention to the operations of their field organisations. If they are engaged in secretariat work, it is bound to adversely affect the operational efficiency of their departments. The promotional organisations like National Savings, Tourism etc., will also require more of autonomy to effectively discharge promotional responsibilities. Commodity Boards like the Tea Board having promotional activities, should also remain as separate entities.

7.11 The Ministries where the Attached Offices or the executive Departments or Directorates will be integrated with the Secretariat should create the posts of Technical Advisers. These Advisers, in addition to rendering technical advice in their respective fields, should be responsible for the technical supervision of the functions and

officers transferred to other agencies, specially the District Councils. The Heads of the Attached Offices or executive Departments or Directorates integrated with the Secretariat should be the obvious choice for these posts. (Their eligibility for appointment to the posts of Secretaries under our scheme remains and in the event of their appointment as such, another suitable person should be appointed as the Technical Adviser.) They should be provided with such supporting staff as they might need. The Technical Advisers should be placed in the grade which their qualifications, experience, fitness and competence would warrant. They should be able to deal directly with both the Secretary and the Minister. They would also be included as members of the Policy Advisory Committee we are proposing (*vide* para 7.25). The matters in which they would put up papers directly to the Minister should be determined in the light of the nature of work and in consultation with the Secretary. The integration of the major Attached Offices or executive Departments concerned with development would in no way imply a curtailment of the role of the Secretary in the formulation of long-term policies, and in the co-ordination and supervision of policies and programmes. In fact, the Secretary would be in a position to devote more time and greater attention to them, having been relieved of responsibilities on routine and operational matters.

7.12 In the areas where the Departments will be retained, we recommend the following 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 Ministers 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.

7.13 We think that 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.**

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.

7.14 We are of the view that the scheme of amalgamation, as suggested above, should be implemented on a phased 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.

7.15 We would recommend the appointment of a number of study groups, dividing the entire range of governmental activities into a number of convenient sectors, to examine and recommend to the Government which of the Departments should be retained or amalgamated with the Secretariat. We believe that it should be possible for the study groups to submit their reports in course of a period of three months following their appointment. The groups should also consider

which of the functions now being performed in the Secretariat are executive in nature that warrant their transfer to an appropriate executive agency or creation of new agencies, if none is in existence in those fields. For example, the case of the Estate Office dealing with allotment of government accommodation is worthy of examination in this regard.

7.16 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.

Reorganisation of the Internal Structure of the Ministries

7.17 The Secretariat system has been under the scrutiny of a number of Commissions and Committees from time to time in this subcontinent. We agree with the Hanumanthaiya Commission that "the Secretariat system of work has lent balance, consistency and continuity to the administration, and served as a nucleus for the total machinery of a ministry. It has facilitated inter-ministry co-ordination and accountability to parliament at the ministerial level. As an institutionalised system, it is indispensable for the proper functioning of Government"¹. Although the system—designed when the functions of the Government were simple, mainly regulatory in nature, as has already been mentioned—has so far survived having absorbed the stresses and strains put on it, it now appears to be overgrown and seriously inadequate to the demands put on it. Its defects have been identified long ago. Sir Richard Tottenham as early as 1945-46 had pointed out that "the disadvantages of the system can be summed up in two phrases—excessive noting and file shifting, the combined effect of which is delay and inefficiency. These evils have been recognised by every Committee and every Special Officer who have

¹Administrative Reforms Commission Report on the Machinery of the Government of India and its procedure of work, September, 1968, page 30.

ever dealt with the subject, and probably by every officer who has ever been in the Secretariat. Yet they persist, why? Partly because they are inherent in the system itself.”² Although the system has provided continuity to the government policies, it has also diffused responsibility and has often confused the issues. The system of administrative machinery that was designed to suit the requirements of a government engaged largely on the primary functions of the administration and collection of revenue, the administration of justice and the maintenance of law and order has virtually remained unchanged. Although under the stress of social and economic necessity, some adjustments in the system were made from time to time, fundamentally and broadly the system, the methods and outlook of the public personnel, the task they performed and the procedure on which they worked continue. There has been no major reform of the system except the one in 1960 when the “Section Officer Scheme” was introduced in the Secretariat.

7.18 Earlier, a case could be examined at the following succeeding levels:—

- (i) Clerk,
- (ii) Assistant,
- (iii) Head Assistant,
- (iv) Superintendent/Registrar,
- (v) Assistant Secretary/Under Secretary,
- (vi) Deputy Secretary,
- (vii) Joint Secretary,
- (viii) Additional Secretary, and
- (ix) Secretary.

When the Section Officer Scheme was introduced, the levels of examination were reduced to the following:—

- (i) Section Officer,
- (ii) Deputy Secretary,
- (iii) Joint Secretary,

²Tottenham Reports—NIPA Reprint Series No. I, National Institute of Public Administration, Karachi, 1963, page 51.

(iv) Additional Secretary, and

(v) Secretary.

The smaller Ministries were fortunate in that they did not have the level of Additional Secretary and in earlier days, the level of Joint Secretary. Although the Manual of Secretariat Instructions has clearly laid down that a case will not be examined at more than two levels, scant attention was and is paid to it and astonishingly, many officers were and are, it appears, unaware of the existence of such a provision in the Manual.

7.19 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 changes in structures and methods as well as changes in personnel policies. The need is for re-structuring the internal set-up of the various Ministries in the context of the expanding field administration with increasing developmental responsibilities, the growing complexity of the policy-making process and the mounting dissatisfaction of the people with the implementation of the Government's policies and programmes. **This would call for the creation of cells in the Ministries, manned by the appropriate types of specialists, to look after work requiring specialised knowledge and competence, such as planning and financial management and personnel matters.** Changes in personnel policies would involve making arrangements for specialists to come in and measures to develop required specialisation.

7.20 We recommend that 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. We also propose that each Ministry should have a Public Relations Office or Unit. Further, we add that each of the three "Staff" Offices should be manned by "Staff" having specialised knowledge and experience.

The Heads of Divisions 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. These 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.

Office of Planning and Policy

7.21 Present arrangements in the various Ministries for formulating plans and for organising and progressing their implementation appear to be quite inadequate. Existing arrangements for formulating strategic policy are also inadequate. The Ministries remain pre-occupied with problems of immediate importance and seldom find the time for long-range thinking. Again, they do not have the machinery for engaging in this task in an expert way. We consider it important that these two gaps in the existing arrangements should be filled, because efficient handling of these functions could greatly improve the quality of work done in the Ministries. A distinct office of planning and policy is, in our view, the appropriate answer. **This office should have three main functions: (a) overall planning; (b) strategic policy-formulating and (c) servicing of the Policy Advisory Committee we are proposing at para 7.25.** The functions to be performed will require subject-matter expertise as well as expertise in areas like techniques of planning and forecasting, economic analysis and statistics; and the structure should have room enough to allow the relevant types of experts to be fitted in. The Chief of the Planning and Policy Office should be the best qualified person. In view of his key role in the Ministry, he should be given the rank of a Joint Secretary (and in suitable cases, of an Additional Secretary).

Personnel Office

7.22 The existing practices in the various Ministries for handling the work of personnel management suffer from two kinds of major defects.

First, the ambit of this work is confined to what is covered by the word "establishment", which is very little more than posting, leave, promotion and so on. Progressive aspects like training, career development, special steps for hard-to-fill jobs, etc., are usually missing. Second, the management of personnel work is dispersed, matters concerning the Secretariat staff being looked after at one place in the Secretariat and those concerning non-Secretariat agencies in the different wings of the Secretariat by separate Joint Secretaries/Deputy Secretaries. This makes it virtually impossible to introduce new approaches. **Good personnel administration, it is needless to mention, is of crucial importance for good government. We consider that the appropriate way to do so would be to create a Chief Personnel Office in each major Ministry, which would reflect the functions and staffing policies of the proposed Public Personnel Division and help lift personnel administration out of its present rut on to progressive channels.** The head of each of such office should be known as the Chief Personnel Officer. He should be an officer of the rank of a Joint Secretary and personnel work should be his whole-time charge. He should have the necessary special knowledge or expertise for sound personnel management. We have provided for the development of such specialisation, among the civil servants. In smaller Ministries, the work may, however, be managed by a Joint Secretary in addition to his other work.

Finance Office

7.23 In our discussion on the Ministerial set-up in the next chapter, we have proposed that the Ministry of Finance should be divested of its powers of expenditure control, making each Ministry responsible for its own expenditure control within the budget allocation. This and the need for better financial management within each Ministry will necessitate the setting up of a Finance Office in each Ministry. With good financial management, the Ministries would be able to get more value than now in the shape of results from every taka of expenditure, and real economy in governmental spending might become increasingly possible. This would more than off-set

the cost of setting up well-manned Finance Offices within the Ministries, particularly as another outcome could well be the shedding of some staff by the Ministry of Finance.

7.24 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. He should be the repository of the Ministry's financial powers. 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. The Chief of the Finance Office should have specialised knowledge or expertise in financial management and should have the rank of a Joint Secretary.

Policy Advisory Committee

7.25 There should be set-up in each major Ministry a Policy Advisory Committee to consider all important policy issues. This will thus introduce a machinery for group-thinking at the top levels. The Committee should meet regularly, at least once a month and more frequently should that be necessary and consider all major policy issues. This 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. The Joint Secretaries may also attend the meetings of this Committee to assist in the formulation of policies with regard to their charges. The Minister should preside over the meetings. In his absence, the State or Deputy Minister, if any, should chair the meetings, otherwise, the senior-most

official should preside over the meetings unless the Minister designates one of the outside experts to be the Chairman. The Chief of the concerned Division of the Planning Commission should be invited when the Minister considers this useful.

Internal Policy Council

7.26 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. In para 7.47, we have proposed that all officers up to junior executive level in every agency should form a **Department Council** and meet at least once a month and deliberate on the issues mentioned in the same para. In the Secretariat, the Department Council in every Ministry would consist of officers up to the level of Section Officers. **In smaller Ministries, the Department Council itself will function as Internal Policy Council and meet once a week to discharge this function.** This Council, i.e., the Internal Policy Council will not work efficiently if it is too large. In large Ministries, the Department Council should be broken up into appropriate numbers each headed by a Joint Secretary to form as many Internal Policy Councils as required. A good number of members of the Council will be 10 or 12; 15 could be manageable but in every Ministry where the number of officers exceeds 15, more than one Council should be formed.

7.27 An additional advantage of having the Internal Policy Council would be that junior officers would be exposed to their seniors who would thereby know them better and would be able to identify their talent and promise. This would also help the assessment of the work of the officers by the assessment panel as recommended in para 6.27(e).

7.28 The discussions in the Internal Policy Council should be in the spirit of collegiate equality. We would further recommend that each Attached Department should like-wise have its own Internal Policy Council.

The Position of Secretary.

7.29 In our scheme, the post of a Secretary should be regarded as just one of the posts in Grade I (except for Acting Secretary) and not a promotion post from other Grade I posts. The Secretary will be chosen by the concerned Minister from amongst Grade I officers in the relevant or linked Area Groups, with the approval of the Prime Minister. The next Minister should have the choice of his own Secretary. If the former Secretary is not retained, he will remain in his grade in an appropriate position.

Reorganisation of the Attached Offices

7.30 The Government of Bangladesh inherited a large number of executive agencies from the previous administration. The number of executive Departments increased in the past partly owing to the expansion of developmental responsibilities of the Government and the need for vesting officers responsible for executive tasks with the powers of the Head of a Department. In some cases, incorrect assessment of the needs and improper approach to problems led to the proliferation of Departments which, in turn, led to the overlapping of work, waste of resources, inefficiency and confusion in administration. In recent times, Public Corporations have been set up to take care of the major efforts of the Government in the developmental, supply and services field. But the executive Departments dealing with the same functions in many of the cases, have continued resulting in waste of resources and men, overlapping, duplication and often conflict. The case of the Department of Agriculture (Extension and Management) and that of the Agricultural Development Corporation is an example of this duplication of efforts. **When the Departments and Corporations are engaged in the same kind of work, there is no justification for their separate existence.** Our proposal for the integration of the Departments dealing with the developmental activities with the Secretariat as made at para 7.9 will go to a great extent to take care of this problem. In the remaining field, the duplication of efforts should be identified by the study groups we have proposed at para 7.15 and corrective measures suggested.

7.31 For sound and effective management of the developmental programmes, it is essential to so reorganise the executive agencies that needless multiplicity may be removed and the diffusion of functions and responsibilities among them avoided. **The primary consideration underlying the organisation should be homogeneity, rationality and manageability.** The number of executive Departments should be based on a careful assessment of the actual needs. If a new function is taken up by the Government, it should ordinarily be assigned to one of the existing executive agencies. **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.**

7.32 The administration of the present headquarters organisation of many executive agencies needs improvement. Establishment and accounts work is handled by lower level staff and sometimes by junior ministerial staff. Even though at the higher level it is looked after by the head or deputy head of the executive agency, who, in most cases, being a specialist, has neither the detailed knowledge of administrative rules and regulations nor any special training in management. **The 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.**

Project and Execution Planning

7.33 The existing organisation for project planning and review in most of the executive agencies is hardly adequate. Most of the agencies are without any Planning Cell. Many of these agencies hardly undertake any work in regard to revision and refinements to technical and administrative norms for the purpose of programme planning and review nor do they pay any serious attention to proper scheduling of projects. The existing arrangements with regard to programme planning and management would have to be considerably improved. **We recommend that 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. The departmental officers who are specially trained for this purpose may do this work. There is also the need for setting up of a suitable and adequate progress reporting system by these cells which would help the Head of an Attached Office and the Secretary of the Ministry concerned to keep a meaningful watch on the progress of the scheme.

7.34 An important task of the Project Planning Cell should be the planning of projects execution. Proper execution planning of development projects is virtually absent at the moment, and this has resulted in faulty execution practices involving a considerable waste of scarce material and financial resources. The tasks of execution planning are: (a) to prepare a precise time-schedule for implementation of a project from beginning to end, including detailed programming of the flow of various material inputs into the project, keeping in view the seasonal constraints in the country so that resources once employed in the project are not wasted for lack of complementary inputs or seasonal difficulties that could have been anticipated, and (b) to plan the organisation of the manpower to be used in the project including the division of responsibilities of it and the time-schedule for recruitment of the same. As a general principle, no project should be launched without first preparing such a blue print for its execution and having it approved by the Chief Finance Officer of the concerned Ministry who will verify that the execution plan is in accordance of the budget provisions.

Office Procedure and Expeditious Disposal of Work

7.35 Rationalising and streamlining the service structure, as recommended in the earlier chapters, are essential for overall structural efficiency of public service. But no structure, however, efficient in terms of its own logic, goes very far if public servants are indifferent to work and things do not get done. The quality of service currently being provided by the Bangladesh administration, in terms of the earnestness and speed with which work gets done and decisions implemented, seems to have touched an all time low. Numerous instances can be cited of important administrative or developmental

decisions not having been implemented, or only part implemented and not in good time, of references from the public simply not attended to, of files moving aimlessly from office to office with indifferent notings while the necessary action or decision continues to be awaited. This Committee had the rare experience of the Prime Minister himself testifying to this frustrating degeneration of the Service and asking for a cure.

7.36 In theory, the parliamentary system of government functions in collective responsibility under the direction and leadership of the Prime Minister. Ministers are also responsible to the Parliament for the proper functioning of the Ministries. It is no answer to a citizen, and for that matter not a very good answer to the House for a Minister to rest his defence on the wisdom of his policies; he is responsible for end-results, and nothing can absolve him of that responsibility. **It is, therefore, necessary, that a definite set of rules clearly defining the procedure and responsibility at each level for the expeditious disposal of work is framed quickly on the lines of the suggestions made in the following paragraphs.** These must be followed meticulously.

7.37 As the nature of service differs from agency to agency—as for example, between a Secretariat and a field agency—it is not possible to suggest the same set of norms for every government agency, nor within the time at our disposal, an exhaustive set of alternatives. What we suggest may only be taken as a standard, to be used as a guide for devising specific sets of rules for every agency, while the framing of the specific sets of rules should be the responsibility of the respective **Department Councils** to be set up as per recommendation hereunder.

7.38 Any person (or party) making a reference to a government agency is entitled, firstly, to an acknowledgement and secondly, to necessary action and a decision on the reference if it calls for one within a reasonable time. The acknowledgement should be instantaneously sent as a matter of course, and for this purpose printed acknowledgement forms of convenient size should be available with the General Section of every government agency. The form should

bear the stamp of the agency concerned, and an acknowledgement number that may be quoted in subsequent further reference on the same issue.

7.39 Within two weeks of the receipt of the reference, the agency concerned must despatch either—

- (a) the final decision on the reference; or
- (b) in case further information is needed, a courteous note requesting the same. If, however, the person has given a local telephone number, the relevant enquiry should be requested over telephone with a postal or messenger communication subsequently sent for confirmation of the request. Submission of this further necessary information may be treated as a fresh reference and subjected to the same sequence as for a fresh receipt; or

in case a decision is not possible in two weeks, a courteous note indicating that the matter is receiving prompt attention and the expected date of decision.

7.40 On or before the expected date of decision as indicated above in sub-para (c) above, the agency concerned must either despatch the decision or, failing this, a letter of regret pleading an extension of the date of decision. The agency must make every effort to reach a decision by this second date chosen by itself, failing this, the concerned Minister should be liable to a public explanation in the Parliament if called upon by the person in question to provide one through the elected representative of the latter's constituency. Failing a satisfactory explanation, the Parliament may refer the case to the Administrative Tribunal for enquiry and disciplinary action if warranted.

7.41 Failure to follow any of the steps prior to reaching a decision as outlined above in paras 7.37 to 7.39 should itself constitute an offence on the part of the concerned agency which will be liable to

a public explanation in the same way as described in para 7.40. As a step to redress grievances of this character short of a public explanation, every agency should appoint a Public Relations Officer of the status of a Deputy Secretary or above, whose function should be to receive complaints from the public. Every complaint will be instantaneously acknowledged in the same way as a fresh reference is to be acknowledged as suggested in para 7.38 and a reply on the complaint must be despatched within one week of its receipt.

42 A carefully devised system of déléation of responsibility constitutes an integral part of an efficient procedure of work. The term "delegation" may be used in different senses. Delegation is used interchangeably with "devolution" which means the shifting of primary competence from the centre, i.e., the apex of the administrative pyramid. It renders the local and regional bodies independent of the central power. Administrative power is transferred to the local bodies which are not subject to the directions and appellate powers of the central administration. Delegation is also used to imply decentralisation which leads to the dispersal of decision-making authority from one central place to other parts of the area over which the organisation exercise jurisdiction. Area, here, is the criterion of dispersal. Delegation is also used to denote deconcentration which enables the subordinate agencies to make decisions on their own account. Here also, there is the delegation of authority but no transfer of authority since the superior agencies reserve to themselves the right to direct the subordinate agencies and to reverse the decisions made by them. The fundamental idea underlying delegation is that responsibilities and powers must match each other in due proportion. Responsibility without matching power is useless and power without responsibility is dangerous. Viewed from whatever angle, delegation in a modern administrative system means delegation of responsibility for disposal of certain work at a certain definite level.

7.43 Delegation of authority may take place in two different ways; (i) intra-organisation and (ii) inter-organisation. Within the Secretariat, it implies delegation from Minister to Secretary, from

Secretary to Joint Secretary, from Joint Secretary to Deputy Secretary and from Deputy Secretary to Section Officer. Each category of officers should have full responsibility and power to deal with cases up to their respective levels. There may also be delegation of responsibility and power from the Secretariat to the Attached Offices. Within the Attached Offices, there should be delegation of responsibility and power to different officers at the appropriate levels of hierarchy. If this is done properly, it will remove congestion and delay in the transaction of business.

7.44. For expeditious disposal of work and for identifying responsibility, the Head of each Office or identifiable Branch thereof should delegate responsibility and authority amongst his officers in clear terms, and define the various levels of hierarchies below him at which decision will be taken. He should also define the type of cases that will be disposed of at each level. This delegation and distribution of responsibilities should be available to the public in a printed or cyclostyled form at the office of the Public Relations Officer (which should contain an enquiry desk) of each agency. Wherever practicable, this should also be put on public display in a convenient location for quick reference. The delegation itself should be such as to ensure that all work in the Department can be done at the maximum speed without impairing quality. For this, senior officers should curb any tendency to hold on to powers that are delegable. The optimum pattern of delegation in each Department should be deliberated and adopted in the Internal Policy Council and reviewed once every six months for possible modification in the light of experience.

7.45. At present examination of virtually all cases begins as a matter of routine at the lowest level, e.g., Section Officer level in the Secretariat, regardless of the level at which the final orders will be passed. There are cases which can be finally disposed of at the appropriate higher level on the basis of the facts and materials available in the fresh receipts themselves. The disposal of these cases also unnecessarily gets delayed due to the practice of commencing the examination at the lowest level in all cases. It is, therefore, necessary

that all fresh receipts are seen by the officers competent to finally dispose these of as quickly as possible, eliminating wherever possible the intermediate level or levels of examination. This would be possible if the present practice is reversed, i.e., if the examination of a case is commenced from the appropriate highest level instead of the lowest level. All fresh receipts, not addressed by name to an officer, should as usual, be received first in the General Section of an agency or branch thereof. An experienced officer, thoroughly familiar with the distribution of responsibility within the agency should be in charge of the General Section and made responsible for the acknowledgement of receipt and marking them to the relevant officer for action. Such marking should be direct to the appropriate higher officer (Secretary/ Addl. Secretary/Joint Secretary/Deputy Secretary as the case may be) competent to finally dispose of the case. Such officers should pass immediate orders on the margin of the fresh receipts if it is possible to do so on the basis of the facts and materials available in the fresh receipts. [In passing immediate orders on the body of the fresh receipts, verbal consultation—in person or by telephone—with the superior officers (e.g., D. S. with J. S. or J. S. with Secretary) should be encouraged.] If it is not possible to pass the final order immediately, the officer concerned should require examination by appropriate officer or ask for additional information. Only then the examination in the usual way as is the present practice should start. In a large agency, when it is not possible for one officer in charge of the General Section to mark the fresh receipts to appropriate officers and also to manage other work of the Section, an adequate officer may be given the wholetime responsibility of marking the fresh receipts to appropriate officers for decision. He should be encouraged to freely consult all officers including the highest one of the agency on telephone so that he is able to mark the fresh receipts to appropriate officers. Replies to earlier references should obviously be marked to the officer making the reference. Depending on the nature of work, night duty clerks should be appointed in relevant agencies for expeditious receipt and despatch and for bringing urgent cases to the notice of the appropriate officer at any hour of the night. For this, a complete list of

officers with their addresses and telephone numbers should be available with the night duty clerk.

7.46 A Section Officer, on getting a fresh receipt, should immediately assess if he can dispose of the case himself in two days. If he feels he cannot, he should forthwith take the case to his Deputy Secretary personally, or contact him on telephone, for advice. In order to avoid delays and also for more efficient two-way communication, all consultations and discussions within the same agency should be verbal—by telephone or by personal meetings. Important decisions resulting from such discussion may be recorded on file for confirmation of the appropriate senior officer while action on the decision is in progress; in more delicate cases where a junior officer feels insecure without written instructions prior to action, the minutes of his discussion with his senior officer should be written immediately after the discussion and confirmation by the senior obtained in person immediately thereafter. Inter-departmental references should, as far as practicable, be treated in the same way; discussion should be held on telephone or in personal meetings, followed by confirmation in writing in appropriate cases while the work proceeds. A rule to the effect that not more than two officers should note on a case already exists, and should be enforced rigidly. An officer resorting to noting should put in a word of explanation why verbal communication was not possible in cases where *a priori* verbal communication seemed possible.

7.47 Complicated cases that remain pending for over a week should be disposed of in weekly meetings of the senior officers in an agency, where officers of related agencies should be invited for consultation if considered relevant. In addition, the body of officers of an agency from the junior executive level upwards should constitute a **Department Council** which should meet, at least once a month, to review work done in the Department, to deliberate on ways of improving efficiency of the Department in terms of the quality and speed of public service provided by it, and specifically to discuss and clear complaints against the Department lodged with the Public

Relations Officer and in the newspapers: Discussion in the Council should be free and frank in a spirit of self and mutual criticism in the interest of overall efficiency and team-work and an officer's privilege to make constructive criticism of the work and behaviour of any other officer, junior or senior, in the Council meetings should be encouraged and should receive full protection. Every third meeting of the Department Council should be attended by all ministerial and sub-ministerial officers of the Department as well. Minutes of all these Council meetings should be kept on record; in particular, the Council's deliberations on complaints against the Department appearing in the newspapers should be sent to the concerned Minister.

7.48 All decisions and policies meant to be executed, should carry an intended date of completion and **the name of an officer who should be responsible for reporting completion of the work.** The officer so named should report completion of the work to his superior or record the same in a register meant therefor, if the work proceeds smoothly; if he encounters any difficulty or bottleneck at any stage of the work, he must immediately bring this to the notice of his superior and await action or advice by the latter who should try to sort the difficulty out at the appropriate level and, if he considers it necessary, move the head of the agency for an extension of the date of completion of the work. An officer responsible for reporting completion of a work should be charged with irresponsibility, if he fails to do so within the specified date without having brought any difficulty or bottleneck to the notice of his superior immediately as he encounters it.

7.49 The movement of files should be quick. The over-supply of peons and jamadars (henceforth to be called messengers) and the numerous vehicles already at the disposal of the Government should enable the transit time of any file from one office to another, anywhere in the same town to be limited absolutely to half a working day. This may be done simply by re-allocating messengers to offices according to the load of work, rather than according to the status of the office.

or of officers, and by re-allocating government conveyances maintained and driven at the tax-payers' expense for the purpose of carrying files from one office to another beyond walking distance rather than commissioning them for personal and family use of a specially privileged class of senior officers. Each agency will thus re-allocate messengers and conveyances at its disposal and arrange in particular for two general rounds of despatches everyday, one at mid-working day carrying files and despatches collected during the morning, and another at an early hour every morning carrying files and despatches collected in the previous afternoon. It will be the responsibility of the General Section of any agency receiving a despatch later than one working day from another government agency, to report the matter **immediately** to the despatching agency which will take appropriate corrective action promptly.

7.50 The above provides what we consider to be a model for office procedure and expeditious disposal of work for a government agency charged with the responsibility of providing efficient service to the nation and to its citizens. The model may be further improved upon, and may need modifications to suit the peculiarities of particular agencies with specified functions. We recommend that the first meeting of the Department Council of each agency to be held not later than two weeks from the date these recommendations are adopted by the Government, be devoted to adapting this model to suit an agency's own peculiarities without violating the basic spirit of the model which is clear and unambiguous delegation of responsibilities, and efficient and timely disposal of cases with the public kept informed as to the expected date of decision on their reference. After thus adapting the model, each Department Council will make public the procedure it chooses to adopt, indicating reasons for departing from the model suggested in this Report. A copy of this should be sent to the Prime Minister's Secretariat and another will be on display at the office of the Public Relations Officer of the agency.

7.51 The model thus adopted by each agency should have a trial period of three months, after which the Department Council should review its working in the light of its own experience and public

criticisms. The procedures may accordingly be revised for greater efficiency. The revised set of rules should also be made public as the original one, and penalties for defaults should henceforth be enforced without favour. The Press can contribute by not merely publishing letters of complaints but also by follow-up enquiries on these complaints in a spirit of constructive and helpful probing.

7.52 While it is high time that public servants are back to work on their toes and be accountable for their action or the lack of it, it is also important that a better sense of security, that has traditionally existed is granted to the officers so that they can discharge their duties with initiative, firmness and without fear of *mala fide* reprisal from any quarters. A part of the reason for the prevalent habit of endless noting and shifting responsibilities may perhaps be traced to the sense of insecurity and a desire of having a defence, in case at any subsequent time the discretion and *bona fides* of an officer is questioned and harsh action taken against him without consideration of the full nuances of the case in question. This sense of insecurity will prevail as long as the President's Order, No. 9 of 1972 remains in vogue. **We urge that this Order be declared temporary, and a time limit be announced after which this Order will stand repealed.** It is also important that officers are able to settle down to a substantive position for a reasonable length of time without harassment by way of transfers simply on the whims of one's superior or at the insistence of local political interests. **All postings should, therefore as a rule, carry minimum tenure of not less than two/three years, and in-tenure transfer should only be made on very exceptional cases which should be thoroughly investigated and the officer concerned given a hearing to argue against the bona fides of the transfer before the Administrative Tribunal, if he so chooses.**

7.53. When all is said and done, it is important to remember that utmost care needs to be devoted to the faithful observance of these methods and procedures. **Failure to do so on the part of any one 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. This provides the dynamics of the situation.

CHAPTER VIII

MINISTERIAL AND DEPARTMENTAL ORGANISATION

Introduction

8.1 The present machinery of the Government of Bangladesh had grown upon the inherited system from the British and Pakistani days. After the Liberation, a National Government had to be super-imposed hastily on the provincial set-up. The system needs to be rationalised to meet the challenging demands of a popular National Government committed to a socialist pattern of development of the country. The basic guiding and determining factor is the Constitution, which embodies the political system based on the four principles of nationalism, secularism, democracy and socialism. After the Liberation War and achievement of Independence, a new pattern of social structure has emerged under which new communication channels and lines of authority and responsibility have to be developed. It is the right time to introduce organisational reforms before the system settles down to an inordinate inertia. Keeping in view the cultural orientation and traditional values, the basic principles of administrative efficiency and economy should be applied to the existing system. The Committee will suggest changes where necessary and continuity where desirable.

8.2 Some of the basic organisational principles that should be applied to examine the system are discussed in the following paragraphs.

Principles of Administrative Reorganisation

8.3 Administrative organisation is the division of the total volume of governmental business among a number of units, each performing specified functions and all working in co-operation to achieve the common governmental objectives. The principal pre-requisites of a sound administrative organisation are the following:—

- (a) Homogenous functions of the Government should be consolidated into Divisions and Ministries. The basis for consolidation has always been the "major purpose". But it

84225

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is not possible to derive any universally valid and scientific formula for the grouping of functions. Nevertheless, the divisions and other organisational units of administration at all levels should be reasonably discrete and self-contained;

- (b) The activities and responsibilities which will be assigned to these units should be functionally inter-related. They should cover all aspects of their responsibilities without fragmentation and overlapping. The self-contained units should have clearly fixed responsibilities as far as possible;
- (c) There should be clear location of responsibility and accountability in terms of both organisation and position through a pyramidal scale of descending responsibility, coupled with adequate authority and responsibility in a straight line of command extending throughout. The span of control of the head of any office should be just wide and manageable enough to make it effective;
- (d) There should be a maximum delegation of responsibility with adequate matching authority to appropriate points of competence in the hierarchy so that decisions can be made within the framework of approved policies without constant reference to higher levels;
- (e) There should be effective institutional arrangements for co-ordination and control at the top level to ensure the balanced implementation of overall goals, both horizontally and vertically, within approved administrative norms and fiscal limits;
- (f) The activities of the Government which are essentially commercial in nature should be managed through Public Corporations which should be vested with necessary financial autonomy and operational flexibility;
- (g) Systematic efforts need to be made to differentiate "line" function from "staff" work. The general "staff" work applicable to the entire executive branch of the Government

should be located in one place and assured of proper inter-relationship and co-ordination. We have provided for the centralization of most of these functions in the Personnel Division in the Cabinet Secretariat (Chapter VI, Part I, para 6.1, pages 96-97); and

- (h) More emphasis needs to be placed on the organisation of the agencies directly concerned with developmental activities. These should be fully strengthened in organisation, personnel and status.

Deficiencies of the Administrative Organisation

8.4 Judged in the light of the principles and prerequisites outlined above, the organisational structure of the Government of Bangladesh appears to suffer from the following shortcomings:—

- (i) The development Ministries and Departments of the Government are not adequately staffed. This restricts their activities and the scope of development work they can do. They are specifically lacking in well-trained, mature and competent officers. We have made a number of recommendations in Part I of our Report, which, if implemented, are likely to remove these inadequacies.
- (ii) The Ministries do not generally provide any coherent functional grouping of Divisions and Offices. In some cases, the allocation of functions does not appear to be logical. Different aspects of the same subject or clearly inter-related subjects are often allocated to more than one Ministry. In some cases unrelated offices are lumped together under one Division or Ministry. Anomalous combinations of this kind do not make for a strong and unified administrative structures dealing with sizable sectors of governmental business, but, on the contrary, lead to unnecessary strains and stresses and inner conflicts.
- (iii) Frequent and unplanned changes in the organisational structure are not desirable as these retard the growth of a sound administration. As a result, a constant train of

references and counter-checks are being made among the various agencies of the Government involving avoidable delays; duplications in work, etc.;

- (iv) Many of the Ministries, Divisions and Departments which are directly involved in development programmes are still accorded a subordinate status. Their requirements very often receive inadequate attention with the result that the development work suffers;
- (v) Responsibility does not always accompany authority in commensurate terms. This applies to operating agencies in particular; and
- (vi) Immediately after Liberation, a National Government had to be super-imposed on a provincial set-up. This has led to a number of anomalies and confusion in regard both to the status of personnel and also to the organisation. Our recommendations regarding the organisation of the personnel, if implemented, may remove these anomalies.

Ministerial and Departmental Organisation

8.5 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.

Size of the Cabinet

8.6 A Council of Ministers differs from the Cabinet in the sense that the former may consist of a larger number of members while the latter consists of a smaller number of members. The problems of the size of the Cabinet is, of course, associated with the problem of functions which are ever-expanding. The Government of Bangladesh is committed to democracy and socialism. Under this system, it is expected that there will be a rapid expansion in the public sector undertakings. This is quite likely to affect the future size of the Cabinet. The size of the Cabinet also depends on political exigencies and

Ministries and their constituent Directorates and Attached Offices. On the basis of such surveys and job analysis, groupings and detailed organisational reforms can be undertaken. The basic principles in this respect are that the closely inter-related and homogeneous functions should be grouped together, but the size of an organisation should not be so large that principle of effective span of control is violated.

8.13 At present there are 25 Ministries (20 portfolios) with the following Divisions:

- (1) Ministry of Agriculture;
- (2) Ministry of Cabinet Affairs—
 - (a) Cabinet Division,
 - (b) Establishment Division, and
 - (c) Prime Minister's Secretariat;
- (3) Ministry of Commerce—
 - (a) Commerce Division, and
 - (b) Foreign Trade Division
- (4) Ministry of Communication (Roads, Highways, Road Transport, Railways and Ports);
- (5) Ministry of Defence;
- (6) Ministry of Education, Cultural Affairs and Sports—
 - (a) Cultural Affairs and Sports Division, and
 - (b) Education Division;
- (7) Ministry of Finance and Jute—
 - (a) Ministry of Finance, and
 - (b) Jute Division;
- (8) Ministry of Food and Civil Supplies;
- (9) Ministry of Foreign Affairs;
- (10) Ministry of Forest, Fisheries and Livestock;
- (11) Ministry of Health and Family Planning—
 - (a) Health Division, and
 - (b) Family Planning Division;

Existing Ministries

8.10 The present Ministerial set-up was organised largely on the basis of the Government decisions on the Zaman Committee Report entitled "The Civil Administration Restoration Committee" submitted on January 4, 1972. Since then, a number of changes have been made by the Government. These include transfer of the Directorate of Registration from the Ministry of Law and Parliamentary Affairs to the Ministry of Land Administration and Land Reforms, transfer of "Hajj" Pilgrimage from the Ministry of Home Affairs to the Ministry of Shipping, IWT and Aviation.

8.11 Under the new Cabinet after the first election, some more changes were made. The Jute Division was withdrawn from the Ministry of Foreign Trade and Commerce, the Power Division was shifted to the Ministry of Flood Control and Water Resources; the Ministry of Forest, Fisheries and Livestock was allocated to the Minister for Land Administration and Land Reforms; the Ministry of Post and Telegraph and Telecommunication was allocated to the Minister of Shipping, IWT and Aviation. Planning has been brought directly under the Prime Minister. Relief and Rehabilitation was allocated to the Works Minister. Some further changes have recently been made. The Prime Minister has himself taken over the Ministries of Information and Broadcasting and Relief and Rehabilitation. Post, Telegraph and Telephone has been re-allocated to a separate Minister.

8.12. The allocation of functions among operative Departments and Divisions and their grouping in Ministries have been dictated in many cases by political exigencies rather than by the criterion of administrative efficiency and economy. Different aspects of one subject are often dealt within different Divisions or Ministries. This leads to problems of co-ordination which could be easily avoided without unnecessarily adding to the social cost of administration. Political consideration may justifiably require an increase in the number of Ministers. Increase in the number of portfolios should be done by regrouping of Divisions and not splitting them or realigning their subjects. The proposed Administrative Management and Reforms Division should undertake a detailed organization survey of various

Committee System

8.8 The committees are an essential feature of Cabinet System. We propose that 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.

These Committees serve two purposes: First, they discuss, debate and report on matters which must ultimately be decided by the Cabinet. Second, in issues of less importance they exercise functions delegated by the Cabinet and decide matters which otherwise would have taken the Cabinet's time. Besides the Standing Committee, a number of *ad-hoc* Committees may also be set-up to settle or report on problems of transient importance. The Cabinet Division should serve as the Secretariat to these Committees.

8.9 The Cabinet Committees function much like the Cabinet itself. The officials attend more frequently. The Committees should be smaller in size. An officer of the Cabinet Secretariat is assigned to act as Secretary, and memoranda are circulated as is done for Cabinet meetings. Minutes are kept and circulated to the Ministries and Departments. When, however, the Committee is to report to the Cabinet, it is generally possible for Chairman's report to supersede the separate memoranda furnished by the Departmental Minister. This reduces the amount of paper to be read by a Cabinet Minister. There may also be several Cabinet Sub-Committees for various purposes.

demands of the time. We are of the view that 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, the situation can be met by appointing Ministers of State or Deputy Ministers to assist the Cabinet Ministers in the performance of their increasing functions. Presently there are 21¹ Ministers in the Cabinet. In order to make the discussion in the Cabinet more manageable, incisive and precise and to quicken the decision-making process, it is suggested that 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.

Cabinet Procedure

8.7 In order to further expedite the Cabinet proceedings, a number of measures may be adopted. First, 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. Second, 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. Third, a solution may be found by a progressive diminution in the variety of Cabinet 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 committees.

¹ In Britain, the Attlee Cabinet in 1949 had 17 Ministers in the Cabinet and there were 15 Ministers who were not in the Cabinet. In the Conservative Cabinet in 1957, the number of Ministers in the Cabinet was 18 and there were 14 Ministers who were not in the Cabinet. There was a number of Ministers without portfolio (Sir Ivor Jennings: Cabinet Government, 1969). In India, before the third General Election, the number of Cabinet Ministers ranged between 12 and 16. The size of the Council of Ministers between second and fourth General Election ranged generally between 46 and 53. (Administrative Reforms Commission Report on the machinery of the Government of India and its procedure of work, 1968).

- (12) Ministry of Home Affairs;
- (13) Ministry of Industries—
 - (a) Industries Division, and
 - (b) Nationalized Industries Division;
- (14) Ministry of Information and Broadcasting—
 - (a) Information Division, and
 - (b) Broadcasting and Television Division;
- (15) Ministry of Labour and Social Welfare—
 - (a) Labour Division, and
 - (b) Social Welfare Division;
- (16) Ministry of Land Administration and Land Reforms
(including Land Revenue)
- Ministry of Law and Parliamentary Affairs—
 - (a) Law Division, and
 - (b) Parliamentary Affairs Division;
- (18) Ministry of Local Government, Rural Development and Co-operative—
 - (a) Local Government Division, and
 - (b) Rural Development and Co-operative Division;
- (19) Ministry of Natural Resources, Scientific and Technological Research and Atomic Energy—
 - (a) Natural Resources Division, and
 - (b) Scientific and Technological Research Division;
- (20) Ministry of Planning;
- (21) Ministry of Post, Telegraph and Telephone;
- (22) Ministry of Power, Flood Control and Water Resources—
 - (a) Flood Control and Water Resources Division, and
 - (b) Power Division;

- (23) Ministry of Public Works and Urban Development—
 - (a) Public Works Division, and
 - (b) Urban Development Division;
- (24) Ministry of Relief and Rehabilitation; and
- (25) Ministry of Shipping, Inland Water Transport and Aviation—
 - (a) Aviation Division, and
 - (b) Shipping and Inland Water Transport Division;

It is necessary to mention that all the Ministers are also the members of the Cabinet.

Prime Minister's Secretariat.

8.14 **The Secretariat of the Prime Minister should consist of two Wings—(a) Personal and (b) Public.** This is necessary to give the Prime Minister adequate institutional support to perform his responsibilities as the Head of the Government and also to keep him informed of the major changes in the administration and the progress of important development programmes. This should be manned by senior officials with professional competence of a high order in administrative, political, economic and other relevant issues.

Cabinet Secretariat (Ministry of Cabinet Affairs).

8.15 **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.

8.16 The Cabinet Secretariat should be responsible for all secretariat work connected with the meetings of the Cabinet and its Committees. It will maintain records and follow up all decisions of the Cabinet and its Committees. The Cabinet Secretary should be a senior and competent civil servant.

National Statistical Organisation

8.17 The appropriate place of the National Statistical Organisation is in the Cabinet Division. Since the Planning Commission is the main user of statistics, the National Statistical Organisation must be independent of the Commission's control. It should also have its own sources for collection of information as a check on the operating departments which may have a tendency to develop statistics to suit their own purposes.

8.18 We, therefore, recommend that the National Statistical Organisation should be transferred from the Planning Commission to the Cabinet Division.

Common Services

8.19 The various common services were allocated to the Establishment Division as a legacy of the past Provincial Administration under which Services and General Administration Department used to function also as the Provincial Cabinet Secretariat. The Cabinet Division is the appropriate organisation for providing common services including Government transport, air priority, accommodations, computer services, Government press, stationery etc., to all other Ministries. We, therefore, recommend that the Common Services should also be transferred to the Cabinet Division from the Establishment Division.

Defence

8.20 The existing set-up of the Ministry of Defence may continue as a Division in the Cabinet Secretariat. The size and geopolitical position of Bangladesh would not justify an elaborate and oversized military establishment. The Prime Minister has rightly kept Defence as his own portfolio in view of the careful handling that the subject needs, specially in the context of our limited resources.

Reorganisation of other Ministries:

Ministry of Agriculture and Rural Development

8.21 Agriculture is the mainstay of Bangladesh economy. Over 90% of its population is directly or indirectly dependent on agriculture.

Its export trade and industry are almost wholly agro-based. The subject of agriculture must be given a high status in the ranks of the Government. People, land, agricultural inputs, modern technology and organisation must be brought together at the right time and places in an effective combination with a view to maximizing production in the rural sector of the economy. The Ministry of Agriculture should cover the whole gamut of rural activities.

8.22 At present, the Ministry of Agriculture appears to be truncated in its size. The Ministry and its agencies are not self-contained with the result that there is a constant train of referrals and cross checks between agencies of the Government involving duplication, waste of time, energy and inter-agency frictions. These administrative anomalies could be minimised by putting together subjects which are functionally related to each other.

8.23 Agriculture, forest, fisheries, livestock, cooperatives and rural development are allied functions, but are now split up into three separate Ministries. This creates avoidable problems of co-ordination which impede on effective operation of basically inter-related activities. Therefore, all these subjects should be brought under one Ministry.

8.24 The Ministry of Agriculture should have an adequate number of Divisions, each headed by an Additional Secretary or a Joint Secretary. The Secretary of the Ministry of Agriculture should be a senior civil servant. The field officers should be given adequate status to attract the best available talents to agriculture. The suggested Divisions are:—

- (a) Agriculture
- (b) Rural Development and Cooperation, and
- (c) Forest, Fisheries and Livestock.

Ministry of Communication and Transport

8.25 Immediately after Independence there was only one Ministry in this field. Later three Ministries were handling the business relating to transport and communication. Thereafter two Ministries were

handling the business. Recently the three separate Ministries have again been revived. While the Sea Ports are being managed by one Ministry, Overseas Shipping is being looked after by another Ministry. The former Department of Ports and Shipping have consequently been bifurcated creating a lot of difficulties. Communication, transport and aviation are critical infrastructure facilities in the economy. The subjects of roads, highways, ports, shipping, inland water transport, post, telegraph and telephone, civil aviation and airways are all closely inter-related, and require a central co-ordination and direction. The Divisions of Post and Telecommunication, and Waterways and IWT are all organically interrelated with Roads and Railways. When communication bottlenecks are playing havoc with our economy, there is an urgent need for an united command over the whole range of communication and transport system. We, therefore, propose that **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.

Ministry of Education

8.26 The Ministry of Education deals with three subjects: (a) Education, (b) Cultural Affairs and (c) Sports. The Scientific and Technological Research is located in a separate Ministry of Natural Resources, Scientific and Technological Research and Atomic Energy. Scientific and technological research is closely connected with education and as such it should be placed under the Ministry of Education, Cultural Affairs and Sports. **It should consist of three Divisions:—**

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

each headed by an Additional Secretary or a Joint Secretary having adequate knowledge of field administration. The Ministry should

be strengthened in organisation and personnel. The Minister may be aided by a Minister of State or a Deputy Minister.

Ministry of Finance

8.27 The main responsibility of the Ministry of Finance should include the following:—

- (a) The administration of the finances of the National Government,
- (b) Raising the necessary revenues to carry on the administration and regulate the taxation and borrowing policies of the Government,
- (c) The administration of the nationalised banks, financial institutions, money supplies, foreign exchange resources, and
- (d) Controlling the entire expenditure, through the administrative Ministries and Departments.

8.28 At present there are the following Divisions in the Ministry of Finance:—

- (1) Administration and Expenditure Control,
- (2) Budget,
- (3) Development (including special Financial Institutions);
- (4) External Finance, and
- (5) Internal Finance (including Bangladesh Bank and Commercial Banks).

The existing Divisions may continue.

Ministry of Food

8.29 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. As most of the consumer goods would have to be imported for some years to come, the Ministry of Commerce would be in a better position to handle civil supplies.

Ministry of Foreign Affairs

8.30 In Part I of our Report, we have pointed out the nature of our relations with other countries. In our foreign relations, more

emphasis should be given in fostering favourable economic and commercial ties. It appears from the way our Missions have been opened abroad and the Foreign Office organised that this aspect has not been given due importance. In this light, a reassessment of the organisation of Foreign Office and Missions abroad should be made.

Ministry of Foreign Trade, Commerce and Civil Supplies

8.31 Existing organisation pattern of the Ministry may continue. The present Directorate of Commerce under the Commerce Division may be appropriately reorganised for taking over the additional function of civil supplies.

Ministry of Home Affairs

8.32 Since this Ministry deals with important subjects, such as, public security, law and order, foreigners, citizenship, nationality and press laws, the Secretary of the Ministry should be a senior civil servant. In view of the importance of law and order today, the Minister should be aided by a Minister of State.

Ministry of Industries

8.33 The existing functional Divisions of (1) Industries and (2) Nationalised Industries in the Ministry of Industries should continue. 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. The industries are the major users of POL. The Ministry of Industries should, thus, be made responsible for procurement and distribution of POL. 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) investment of the sector corporation. It should delegate full responsibility for all other matters to the corporations. This would be discussed in greater detail in a separate part on Public Corporation. A Minister of State may be appointed to assist the Minister-in-charge.

Ministry of Information and Broadcasting

8.34 This Ministry consists of two Divisions:—

- (a) Information, and
- (b) Radio and Television.

It may be worthwhile to examine if the Radio and T. V. could be combined under a single self-financing autonomous corporation.

Ministry of Jute

8.35 In view of the importance of jute in our national economy in terms of employment potential and foreign exchange earnings, we recommend that a separate Ministry of Jute be established. This Ministry should be concerned with pricing, processing, marketing, export of jute and research on jute and jute products. For functional reasons, the cultivation of jute should remain within the purview of the Ministry of Agriculture. The jute industry, in case of the establishment of a separate Ministry of Jute, should be transferred here from the Nationalised Industries Division.

Ministry of Labour and Social Welfare

8.36 The Ministry consists of two Divisions:—

- (a) Labour; and
- (b) Social Welfare.

This is also a clientele organisation and the present set-up may continue.

Ministry of Land Administration, Land Reforms and Local Government

8.37 We are of the view that the Land Administration, Land Reforms (including Land Revenue) and Local Government should be combined into a single Ministry to be known as the Ministry of Land Administration, Land Reforms and Local Government consisting of two main Divisions:—

- (a) Land Administration and Land Reforms; and
- (b) Local Government.

The Minister should be aided by a Minister of State. Traditionally, the officers connected with Land Administration have been dealing

with General Administration and Local Government Administration. It will be administratively more convenient to combine Local Government with Land Administration.

Ministry of Law and Parliamentary Affairs

8.38 This Ministry has two Divisions:—

- (a) Law, and
- (b) Parliamentary Affairs.

We feel that in the context of Bangladesh, 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.

The Ministry of Natural Resources

8.39 Apart from the Ministry of Flood Control, Water Resources and Power, there is also a separate Ministry of Natural Resources, Scientific and Technological Research and Atomic Energy. We have recommended that the Scientific and Technological Research Division should be transferred to the Ministry of Education. The remaining subjects, that is, natural resources and atomic energy should be placed under the Ministry of Flood Control, Water Resources and Power, and all these should be combined into a single Ministry of Natural Resources.

8.40 The scientific exploration of the natural resources of Bangladesh is an important function of the Government. These resources are yet to be tapped on a systematic manner on a significant scale. This calls for a careful planning and an economic use of nation's limited resources. **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).

Ministry of Planning and Planning Commission.

8.41 A comprehensive national development programme cannot be realistically conceived and implemented without a powerful catalytic centre which provides the motive force and leadership to the whole endeavour. This has proved to be true of every country which has undertaken a major development programme. With a view to lending focus and drive to all agencies and elements engaged in national socio-economic planning effort of Bangladesh, there must be created a strong co-ordinating and energising agency which imparts creative social and economic vision to this massive undertaking. Without such leadership and motivation, the programme may well flounder. Strong, imaginative, bold and vigorous political leadership is of paramount importance during this critical period of transition to a socialist economic order under a parliamentary democracy.

8.42 The Planning Commission, as it exists today, has never been cast in the role of a strong overall planning and programming agency. **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 effort to set up an adequate organisation and to attract the best qualified staff available.

8.43 Planning to be realistic and effective on the one hand, it must reflect the socio-economic goals of the political regime in power and on the other hand, it should have close links with the operating Ministries and agencies. **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.** The decision to put planning under the Prime Minister is a move in the

right direction.' But there is need for a substantial overhauling of the composition and structure of the Planning Commission.

8.44 To be fully effective in providing the leadership and invigorating elements so crucial to the successful operation of the development programmes, it will be necessary to invest the Planning Commission with broader powers and functions than would be appropriate in a more fully developed governmental situation. In view of the commitment of the Government to a socialist economic order and until such time as the regular instrumentalities are better organised and equipped for both planning and implementation, the Planning Commission should accordingly be cast in the role of a very strong, co-ordinating and stimulating agency. It should lead principally by the authority of its competence, its ideas, its breadth and depth of knowledge and vision, and its high status in the scheme of the Government. We are, however, not suggesting that the Planning Commission should assume any administrative or operative role.

8.45 The Planning Commission has a distinct set of functions: the preparation of national plans (annual, five-year and perspective plans) and within the plan framework the preparation of annual development programmes and the formulation of economic policies to achieve the plan objectives. The preparation of annual development programme involves the processing of individual development projects/programmes for the approval of the National Economic Council/Cabinet. **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.** The Planning Commission should, however, involve itself in the monitoring and evaluation of various programmes and evaluation of broad economic choices for consideration of the Government. This will be in line with the almost universally (in the centrally planned as well as mixed economies) accepted principle that planning is a staff function and planning organisation a staff unit as distinct from line functions and

executive organisations. As such the Planning Commission should be the advisory and recommending body to the executive organisation of the Government, i.e., the Ministries and the Cabinet.

8.46 In the circumstances and in accordance with the concept developed, it is recommended that the Planning Commission be entrusted with the following duties and responsibilities:—

(a) *Economic Assessment*: To maintain a continuing review of the economic conditions of Bangladesh and the effectiveness of its economic policies; to prepare an annual survey report with recommendations, covering the economic situation and the position of development and accurate and reliable indicators of economic trends and sound analysis of their meaning and significance on the basis of economic policy and planning;

(b) *Planning*: To prepare and maintain regularly in the present form a national plan of development to achieve the maximum utilisation of the human, natural and financial resources of the nation; and to prepare a perspective plan, a five-year plan and annual development plan;

(c) *Project Review*: To examine schemes, groups of schemes, programmes and proposals from the various Ministries, autonomous and semi-autonomous governmental and public agencies for ensuring conformity with the basic national objectives, programme balance, and specific contribution to development objectives;

(d) *Development Progress and Appraisal*: To maintain a regular and continuous review of the progress and implementation of the development programmes, to help remove the obstacles and impediments, to evaluate the benefits of completed projects in terms of their original planned returns and to maintain a vigorous follow up and evaluation measures, the Commission should have a full-time staff for on-the-spot inspection and the Inspection Team may consist of the representatives of the Planning Commission, Ministry of Finance and of the concerned Ministries;

(c) *Programming of Foreign Aid*: To serve as the agency of the Government in the planning of foreign economic aid offered by the United Nations, other international agencies, governments and private groups. The rationale for locating this responsibility in the Planning Commission lies in the fact that it will be in the most strategic position of all government agencies to understand and assess the requirements of foreign aid to meet the economic needs of the country. It will have its finger with a regular continuity on the economic pulse of the country, and since the Planning Commission itself will be setting development priorities, it will be in the best position to advise the Government on the most effective utilisation of foreign aid which is mainly for development purposes.

8.47: The Planning Commission will have to deal with the various Ministries, autonomous and semi-autonomous bodies and different foreign and international agencies in working out integrated programmes for the best possible utilisation of foreign aids and loans. The detailed planning of the projects, preparation of contracts, and execution of aid and loan agreements would continue to be the responsibilities of the Ministries concerned with the assistance of the Commission. No projects or requests should be submitted to the foreign or international agencies except through the Planning Commission which would co-ordinate them into a unified programme.

8.48: At present, the Planning Commission is exclusively manned by professional economists, and this is not without its limitations. Expertise in Economics is undoubtedly necessary but it is not adequate for planning which today is an extremely complex socio-economic task and as such calls for a multi-disciplinary approach. Its membership should be broad-based covering as many of the major and significant disciplines as possible. The members of the Commission should be able to bring to their task broad experience, economic insight, administrative and managerial competence, and a social vision of the destiny of Bangladesh. **It is, therefore, recommended that 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. As the Planning Commission would not have any operational role and since the Deputy Chairman would be its executive head, it 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.

8.49 At present, there is no Public Administration Division in the Planning Commission. **We recommend that there should be such a Division in the Planning Commission.** The absence of such a Division in the Commission in such an important subject seems to be a significant omission in the set-up of the Commission.

8.50 The Planning Commission, with its present strength of 323 Class I officers together with a larger number of supporting staff, is the single largest Secretariat organisation. It is important that such an agency is efficiently organised in regard to both the size and quality of staff and functional set-up. There should be scope of improving upon the present set-up on the basis of experience from its operations so far, and from experience of other countries. **For this, a review of the organisation and its staffing is recommended.** The organisation should be adequate to perform its basic functions of plan formulation and evaluation.

External Resources Division

8.51 The External Resources Division of the Planning Commission is presently concerned with the mobilisation and utilisation of external financial and technical assistance and the maintenance of other foreign economic relations. It has close links with the Planning Commission in the formulation of overall aid strategy. Its links are equally close with the Ministry of Finance which prepares the annual budget.

the foreign exchange budget and is responsible for foreign debt management. The important point to note is that the External Resources Division is unlike any other sectoral or economic division of the Planning Commission. It is operationally similar to any other Division of the Government. **Therefore, this 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.** The rationale for locating this responsibility with the Planning Minister lies in the fact that he will be in the most strategic position to understand and assess the requirements of foreign aid to meet the economic needs of the country. Since the Planning Commission under his charge will be setting development priorities and process development schemes and programmes, he will be in a position to represent the Government intelligently and effectively in matters relating to the mobilisation and utilisation of external assistance. It should be specifically noted that the bulk of external assistance come as development assistance and hence naturally concern the Planning Ministry most directly. Furthermore, the tied nature of much of the development assistance with regard both to the source of supply and specific development projects, makes the negotiations of such assistance a part of the very process of project evolution. It would be efficient, therefore, to locate both these functions in the same Ministry.

8.52 The Ministry of Planning should thus, in our view, be composed of two organs:—

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

The Planning Commission being a staff agency and the External Resources Division being an operational organ, the Ministry as a whole need not have a Secretary to the Government. As already recommended, the Planning Commission should have a Secretary to the Commission in the rank and status of a Joint Secretary to the Government

and the External Resources Division should have a full Secretary to the Government,

Ministry of Public Health and Population Control

8.53 This Ministry consists of two Divisions:—

- (a) Family Planning, and
- (b) Public Health, (Preventive and Curative).

The existing Divisions should continue. The Family Planning Division should be renamed as the Population Control and Family Planning Division. The aim should be to associate the local government institutions in order to institutionalize population control programmes at the local level. 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.

Ministry of Public Works and Urban Development

8.54 The existing arrangement may continue.

Ministry of Relief and Rehabilitation

8.55 This is a temporary and clientele based organisation and the existing organisation may continue.

Proposed Ministries and Divisions:

8.56 In the light of the discussions in the preceding paragraphs, we propose that the following may be the Ministries and Divisions thereunder:—

- (1) Ministry of Agriculture and Rural Development—
 - (a) Agriculture Division,
 - (b) Co-operatives and Rural Development Division, and
 - (c) Forests, Fisheries and Livestock Division;
- (2) Ministry of Cabinet Affairs—
 - (a) Administrative Management and Reforms Division,
 - (b) Cabinet Division,

- (c) Defence Division;
 - (d) Personnel Division; and
 - (e) Prime Minister's Secretariat;
- (3) Ministry of Communication and Transport—
- (a) Civil Aviation Division;
 - (b) Inland Water Transport, Ports and Shipping Division;
 - (c) Post, Telegraph and Telephone Division;
 - (d) Railways Division; and
 - (e) Roads, Highways and Road Transport Division;
- (4) Ministry of Education—
- (a) Cultural Affairs and Sports Division;
 - (b) Education Division; and
 - (c) Scientific and Technological Research Division;
- (5) Ministry of Finance—
- (a) Administrative and Expenditure Control Division;
 - (b) Budget Division;
 - (c) Development Division;
 - (d) External Finance Division; and
 - (e) Internal Finance Division;
- (6) Ministry of Food;
- (7) Ministry of Foreign Affairs;
- (8) Ministry of Foreign Trade, Commerce and Civil Supplies—
- (a) Foreign Trade Division; and
 - (b) Commerce and Civil Supplies Division;
- (9) Ministry of Home Affairs;
- (10) Ministry of Industries—
- (a) Industries (including the Fuel Wing) Division; and
 - (b) Nationalised Industries Division;

- (11) Ministry of Information and Broadcasting—
 - (a) Information Division, and
 - (b) Radio and Television Division;
- (12) Ministry of Jute;
- (13) Ministry of Labour and Social Welfare—
 - (a) Labour Division, and
 - (b) Social Welfare Division;
- (14) Ministry of Land Administration, Land Reforms and Local Government—
 - (a) Land Administration and Land Reforms Division, and
 - (b) Local Government Division;
- (15) Ministry of Law and Parliamentary Affairs—
 - (a) Law Division, and
 - (b) Parliamentary Affairs Division;
- (16) Ministry of Natural Resources—
 - (a) Mineral Resources Division,
 - (b) Power Division, and
 - (c) Flood Control and Water Resources Division;
- (17) Ministry of Planning—
 - (a) External Resources Division, and
 - (b) Planning Commission;
- (18) Ministry of Public Health and Population Control—
 - (a) Population Control and Family Planning Division, and
 - (b) Public Health Division;
- (19) Ministry of Public Works and Urban Development—
 - (a) Housing and Urban Development Division; and
 - (b) Works Division; and
- (20) Ministry of Relief and Rehabilitation;

8.57 When the urgent Relief and Rehabilitation Programme would be over, this portfolio may go to a Minister of State. Similarly, let us hope it would be possible through technological break-through to close the present widening food gap. The need for a full fledged Food Ministry would at that time disappear.

8.58 The suggested main business of the Ministries and organisations that may be placed under them may be seen at Appendix VI.

Size of the Secretariat

8.59 At para 7.16, we have mentioned the role of the Secretariat. This should result in the reduction of the size of the Secretariat. The unplanned growth and changes in the Ministries have resulted in an over-sized Secretariat unable to function efficiently. The reorganisation of the Secretariat may take place on the lines of our recommendations at para 7.9 (merger of developmental Ministries and Departments); para 7.10 (retention of regulatory and promotional Ministries and Departments) and para 7.20 (reorganisation of internal structure). It is difficult to forecast the actual size of the Secretariat in terms of number of officers and staff. The set-up of each Ministry should be carefully reviewed in the light of the business allocated to it, the devolution of its functions to the Departments, Corporations and the Districts and the internal structural reorganisation. In the past, the Ministries tended to hold on to the staff dealing with certain business even after the transfer of that business to another Ministry. Such duplication must be avoided. The proposed Administrative Reforms and Management Division should undertake the task of staff review in consultation with the Ministry of Finance and the concerned Ministry.

Other Secretariat Organisations

8.60 Apart from the Ministries, there are the following organisations of Secretariat nature:—

- i) The Parliament Secretariat,
- ii) The President's Secretariat,

(iii) The Election Commission, and

(iv) The Public Service Commissions.

A reference to the Public Service Commissions has already been made in Chapter IV. The remaining organisations may continue in their present form.

Ombudsman and Administrative Tribunals

8.61 We would also recommend the appointment of an Ombudsman and the setting up of Administrative Tribunals as envisaged in Articles 77 and 117 of the Constitution. The State has been increasingly expanding its sphere of activity. With the socialist transformation of the economy, the governmental activities will more and more affect the daily life and activities of the people. They should, therefore, have adequate protection against arbitrary executive actions and arrangements for the speedy redress of their grievances.² No legal remedy is available to the members of the public against arbitrary actions of the functionaries of the Government or their dilatoriness or rude behaviour. The appointment of an Ombudsman and the setting up of Administrative Tribunals would go a long way towards the redress of the people's grievances in this regard.

Co-ordination

8.62 Co-ordination for harmonious collective actions by various Ministries and agencies responsible for multifarious regulatory and developmental activities is one of the most crucial task of the higher administrative group and the Ministers. In the present administrative system and practices, it is difficult to achieve effective co-ordination. On the one hand, in the name of co-ordination excessive controls are exercised in the traditional pattern by lengthy procedures for inter-Ministerial clearance and cross-references, particularly by the Ministries of Finance, Planning and Law. On the other hand, co-ordination

² An analysis of public complaints received by the Commissioner of Public Grievances in India during April—June, 1966 showed that 60% of the complaints related to delays, 2% to wrong decisions, 1% to rude behaviour and the remaining 37% to other causes including corruption. (Maheswari, S.R.—The Administrative Reforms Commission: Lakshmi Narayan Agarwal, Agra, 1972, page 134.)

among policies and programmes is poor and ineffective particularly in the field of economic management and development administration. Both these have combined to make the Secretariat a slow-moving machine where decision making process is diluted and lengthy.

8.63 Some of these weaknesses could not probably be avoided in the immediate post-liberation period during which a new National Government had to be super-imposed on a provincial set-up. Effective co-ordination has been hindered by too quick expansion of some Ministries and agencies and lack of clear delineation of functions and responsibilities in the form of "Rules of Business" among the Ministries and agencies of the Government. Added to these, a tendency has been observed among certain Ministries and agencies to attempt to guard their respective "preserves" exclusively.

8.64 The various recommendations for reorganisation of services and rationalization of administrative system could provide simple and more effective co-ordination at each level of the Government. The grouping of subjects on the basis of homogeneity and manageability of functions in various Divisions and Ministries provides for co-ordination at the base.

8.65 For Bangladesh, a nation committed to social transformation and economic development, there is an urgent need for quicker policy decision and faster execution of various programmes. This calls for simplification of procedures and reduction to minimum necessary inter-Ministerial consultation and references and a clear defining of responsibilities at each level providing a greater degree of administrative flexibility. In this context, 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.

8.66 In the field of economic development, there is an immediate need for rationalization of the system of economic management of development programmes, the nationalized industries sector and the

private sector of the economy. While the Ministries should be made completely responsible for implementation of development policies, programmes and projects, **there should be a central monitoring system for identifying major bottlenecks/problems and for suggesting quick remedial measures.** The Planning Commission may serve this purpose effectively by combining this monitoring responsibility with its usual evaluation and review functions. This monitoring system will be an aid to effective co-ordination of the execution of development programmes and the implementation of various economic and regulatory policies. The National Economic Council will have to be more closely involved in the economic management policies and programmes.

8.67 Among the institutional arrangements for co-ordination at the top, the Cabinet serves as the overall co-ordinator for more important policies and decisions. **The Cabinet Committees including the National Economic Council may, among them, cover all the Ministries and provide the most suitable arena 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.**

The responsibility for intra Divisional co-ordination in a multi-Divisional Ministry may be assigned to one of the senior Secretaries in the Ministry. At the Division level, the Secretary as the official head is the co-ordinator for his Division and the main channel for inter-Ministerial consultation and co-ordination at the official level.

Delegation of Financial Powers

8.68 Delegation of responsibility and power is an essential feature of any modern administrative system. The significance of delegation and its two main forms (intra-organisation and inter-organisation) have been discussed in para 7.43 of Chapter VII. We would wish to offer a few comments here on the delegation of financial powers from the Ministry of Finance to the various administrative Ministries and Departments.

8.69 A major reform in financial administration was carried out in 1960 with the introduction of revised system of financial control and budgeting. The new system failed to achieve its objective of instilling a greater sense of financial responsibility in the administrative Ministries, quicker disposal of business by providing a built-in system of financial advice and a useful liaison with the Ministry of Finance through the agency of Financial Advisers. The revised system had a number of deficiencies and resulted in a number of problems. The first problem it created was the reduction in the powers of the Ministries of Defence, Railways and Communication. The Financial Advisers in these Ministries had "treasury powers" i.e., they could give "expenditure sanctions". It resulted in increased references to the Ministry of Finance. While the Ministry of Defence in the former Pakistani days managed to get powers more than what they should have through their usual extra-ordinary measures, the other two Ministries failed to get this power restored to themselves. This was, however, not the solitary instance in the reduction of powers. While the system had delegated large powers to the administrative Ministries, all these powers had to be exercised in consultation with the Financial Advisers. Earlier, Ministries had certain financial powers which their officers could exercise without consulting any Finance Officer. While introducing new financial system, these powers were also included in the list of subjects in which consultation of the Financial Advisers was required. The result has been that in each administrative Ministry, a miniature Ministry of Finance has developed around the Financial Advisers. Of the other defects of the system, the more important are the following:—

- (1) All the references to the Ministry of Finance have to be routed through the Financial Advisers and returned to them. This causes delay;
- (2) The Financial Advisers have to work under dual control of the Finance Secretary and the Secretary of the Administrative Ministry;
- (3) The duties and responsibilities of the Financial Advisers have not been clearly defined and as a result the degree and

the manner of their utilisation have differed in various Ministries; and

- (4) The delegation of financial powers has all been to the Principal Accounting Officer and head of operating Departments. It does not give powers to other officers of the Ministry.

8.70 It appears that the Ministry of Finance is performing certain functions which could better be performed by the administrative Ministries and as a result, the Ministry of Finance has been unable to discharge certain responsibilities adequately which cannot be performed by others. The principal function of the Ministry of Finance in relation to other Ministries and financial control includes the following:—

- (1) To take stock of the resource position and preparation of annual budget;
- (2) To ensure that the administrative Ministries do not exceed budget allocation;
- (3) To ensure that the standard of financial proprieties are uniform in all the Ministries;
- (4) To ensure speedy and effective system of accounting; and
- (5) To promote advanced economic research with a view to improving the ways and means and devising measures for reducing the level of expenditure.

It appears that most of the energy of the Ministry of Finance is being spent on the first three items and the last two are being neglected. While the responsibility for preparing the budget must remain with the Ministry of Finance, complete responsibility to ensure that budget allocations are not exceeded, may be given to the administrative Ministries. A uniform standard of financial propriety could also be ensured by laying down general guidelines. The reduction in the work load of Finance Ministry would enable it to concentrate on the more important work which cannot be performed by the other Ministries.

8.71 Failure to delegate to the extent required is not generating the expected sense of financial responsibility in the administrative Ministries. Inflated expenditure proposals are being submitted to the Financial Advisers and to the Finance Ministry in the apprehension that some cut would be made by them. The apprehension is not always unfounded. At the same time, a large establishment of Financial Advisers have to be maintained with many of their post office functions.

8.72 The reluctance to delegate to the extent required is due to the mistaken apprehension that the administrative Ministries are not responsible enough in financial matters and the wrong assumption that unless the expenditure proposals are checked either by the Ministry of Finance or by the Financial Adviser responsible to the Ministry of Finance, a lot of wasteful expenditure would result. To think that the Ministry of Finance is the sole repository of all financial properties is not a reasonable assumption to make. When the Government could entrust the administrative Ministries with responsibilities of sensitive nature requiring great administrative abilities and tact, there is no reason to assume that they would not behave in a responsible manner in financial matters.

8.73 **The Ministry of Finance should, therefore, 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 expenditure sanctioned in the budget without reference either to the Ministry of Finance or to any Financial Adviser. The posts of Financial Advisers and their deputies should be abolished. In the previous chapter, we have recommended for the Finance Officers in the major Ministries to begin with and they should be responsible for the financial management of the administrative Ministries which will include preparation of the budget proposals, incurring the expenditures and keeping the accounts. Reference to the**

Ministry of Finance should be made only in respect of the following items:—

- (i) Proposals for the budget including the supplementary budget;
- (ii) Expenditure proposals in respect of lump-sum provision, if any, made in the budget;
- (iii) Proposals for reappropriation from one major head of expenditure to another;
- (iv) Cases involving foreign exchange expenditure in excess of the limit approved by exchange control committee which may be set up;
- (v) Proposal involving changes in rates of pay, allowances and pension;
- (vi) Proposals for change of financial rules and regulations;
- (vii) Condition governing the sale or disposal of capital assets belonging to the Government, if the amount exceeds Taka 50,000.00;
- (viii) Proposals affecting receipts of the Government;
- (ix) Contracts and purchases of value exceeding taka one crore where it is proposed not to accept the lowest tender or where only one tender has been received or where the contract has been negotiated; and
- (x) Expenditure proposed from out of lump-sum amount, if any, retained in the Ministry of Finance to meet the unforeseen or unexpected expenditure.

8.74 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 sanctional amount and reappropriation of fund among the minor heads of account.

8.75 Ways and means position of the Government should not present any considerable difficulty in the way of transferring full expenditure powers to the administrative Ministries. The Ministry of

Finance would, no doubt, control release of funds through a system of quarterly releases and consequently expenditures by the administrative Ministries would be limited to the funds released. But these releases should be according to the programme indicated by the Ministries. What the Ministry of Finance is presently doing, is in the nature of assigning certain priorities according to their own discretion in the matter of release of funds whenever ways and means position becomes difficult. **What actually should be done, if resources are not generated in the manner expected, necessitating cutting down of expenditure already sanctioned, is that, the Ministry of Finance should propose revised budgetary proposals altering the priorities assigned in the budget passed by the Parliament.** In doing so, the Ministry of Finance should consult the administrative Ministries and the Planning Commission in respect of developing expenditure before proposals are placed before the Cabinet and finally to the Parliament.

8.76 The proposed delegation of financial powers would make the budget as the principal instrument of financial control. This would greatly increase the urgency of introducing a modern system of budgeting and accounting. **It would be necessary to adopt the system of programme-based budget as early as possible.** Training of staff towards that end should be started immediately. The present current accounting and post audit system is faulty. The current accounting and post auditing should not be in the hand of the same authority. **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.**

8.77 With larger financial powers with the administrative Ministries, it would be necessary to strengthen the Public Accounts Committee and to ensure the continuous functioning of the Committee in order to make sure that funds provided for specific purposes are properly used.

CHAPTER IX

DISTRICT ADMINISTRATION

Introduction

9.1 The District is the most important unit of administration in Bangladesh. Its origin can be traced to a distant past. During the Hindu, Muslim and British periods of the administration of this sub-continent, District was the main unit of administration. It continues to be so even today. It is generally recognised that the administrative effectiveness of the country depends on the effectiveness of the District Administration and its principal administrative officer, the Deputy Commissioner. Whether it be for the maintenance of law and order or the implementation of the plans or schemes for development, it is the District which is the unit of administration. Though the executive power rests ultimately with the Government functioning through its Cabinet, supported by the Secretariat located in the Capital, the masses of the people for whom the administration is carried on live in the Districts. It is here that the majority of the people feel the impact of the Government's policies which are spelled out at the higher levels of the Government. It is also here that the public grievances are more intensely felt. The impact of administration on the people in the Districts assumes particular importance when viewed against the fact that it is they who send the larger body of representatives to the legislature and determine its composition. The Districts are, therefore, not only the fields in which the Government's policies particularly in the welfare sphere are, in the main, put into execution but they are also the major arbiter in the selection of those who formulate the policies.

9.2 The Districts are the creations of the Government for administrative convenience and, therefore, have no independent existence of their own. Their boundaries are artificial and accordingly can be, and sometimes are, altered. The District Administration then is the total action of the Government in an area specified as a District by the Government. The broad purposes of the District Administration are to maintain law and order, administer justice, collect revenue and

attend to the positive welfare of the people. The main emphasis will be on developmental activities from now onwards on a vast scale.

9.3 The District Administration, designed to effect these purposes consists of a number of agencies of the Government working at the district level, including the Deputy Commissioner and subordinate revenue and magisterial officers and staff, the District Police, District Judge and Subordinate Judges, field representatives of various development and other Departments and the District Council. Below the District Council, there were the Thana Council and the Union Council. These agencies each performed separate functions but at the same time, they attempted to co-ordinate their work in order to make the total action of the Government in the District both effective in terms of cost and time and meaningful to the people of the District which the District Administration is designed to serve. This co-ordination was secured mainly through the Deputy Commissioner, the chief official representative of the Government in the District, who had wide powers and overall responsibility for directing all the component parts of the District Administration towards the common objectives of the Government.

Number, Type and Dimension of Districts

9.4 There are, at present, 19 Districts in Bangladesh and these are:—

Name.	Area in sq. mile.	Popula- tion.000 (1961 Census)	Density of population per sq. mile (1961 Census)
1	2	3	4
(1) Dacca	2,882	50,95	1,909
(2) Mymensingh	6,361	55,32	1,441
(3) Tangail	..	14,96	..
(4) Faridpur	2,694	31,78	1,311
(5) Chittagong	2,705	29,82	131

Name.		Area in sq. mile.	Popula- tion. 000 (1961 Census)	Density of population per sq. mile (1961 Census)
1		2	3	4
(6) Chittagong Hill Tracts	..	5,093	3,85	75
(7) Noakhali		1,855	23,83	1,468
(8) Comilla		2,594	43,88	1,794
(9) Sylhet		4,785	34,89	737
(10) Rajshahi		3,654	28,10	788
(11) Dinajpur		2,610	17,09	659
(12) Rangpur		3,704	37,96	1,130
(13) Bogra		1,502	15,74	1,075
(14) Pabna		1,877	19,59	1,157
(15) Khulna		4,652	24,48	600
(16) Bakarganj		4,240	31,85	1,187
(17) Patuakhali		..	10,76	..
(18) Kushtia		1,371	11,66	882
(19) Jessore		2,547	21,90	877
		55,126	5,08,40	922

9.5 The Districts can be divided into certain types. First, by far the largest proportion of these is of a type which can be conveniently called rural Districts. This is not surprising when one considers that 94·8% of the population of Bangladesh (1961 Census) lives in rural areas. Second, there are the urban Districts. The Dacca District, the Chittagong District to a great extent, and the Khulna District to some extent, are examples of this type. Third, there are what may be termed industrial Districts covering areas which are on the whole more industrialised. Dacca, Chittagong and Khulna are examples. In course of time, the number of such

Districts is quite likely to increase. Fourth, there is what can be termed scheduled District, such as the Chittagong Hill Tracts.

9.6 There are 62 Subdivisions, 421 Thanas or Police Stations, 66,832 villages, 4,046 Union Councils, 191 Union Committees, and 28 Town Committees in Bangladesh.

Purposes and Principles of the District Administration

9.7 The purposes of the District Administration and the major principles which underlie their application in the Districts in Bangladesh may broadly be taken to be the following:—

(a) Law and Order

9.7.1 The first purpose is to maintain the District in a state of law and order. This is fundamental and absolutely essential. The safety of the people, their lives and properties, are dependent on it. It should receive the highest attention of the Government. There are seven fundamental principles underlying this purpose. First, there is the principle of absolute priority: this means, quite simply, that law and order claim absolute priority attention by the District Administration. Second, there is the principle of safety for all. The only limit is the availability of the forces of law and order to maintain citizen's safety. Third, there is the principle of the rule of law. Every individual or agency of the Government, in exercising any authority, must clearly derive it from the law of Bangladesh. The maintenance of the rule of law is the main safeguard of the individual citizen against authority wrongfully used or attempted. Fourth, there is the principle of the use of force. The sanction of force must lie behind the maintenance of law and order, although the measure of good District Administration is that force is rarely, if ever, used. Fifth, there is the principle of the supremacy of the civil authority. The civilian supremacy over the forces is the pillar on which a democratic administration is based. The Constitution of Bangladesh has provided that the civil authority should at all times be in supreme command. Sixth, there is the principle of respect for authority, not fear of, but positive respect for authority under law. In a District when this respect for the executive authority is missing or diluted, then law and order will not only become difficult to maintain but will tend towards breakdown. Seventh, there is the principle

of clearly established limits of tolerance which are widely known in the Districts. Where the people know how far they can go, they will tend to go to that point and then stop; if they do not know, they will probe further until they reach a point when they will be stopped. There is a need to establish, as clearly as possible, the limits of tolerance and attempts to exceed that limit must be taken as a challenge to the determination and ability of the executive authority responsible for maintaining law and order in the District. There is no margin for flexibility and manoeuvre, as in politics, for law and order is not a negotiable commodity.

9.7.2 The Departments mainly concerned are the Deputy Commissioner in his capacity as District Magistrate, the Police and the Judiciary. The administration of Jails which is under a separate Department, but generally under the supervision of the District Magistrate, may also be included.

(b) Assessment and Collection of Land Revenue and other Taxes

9.7.3 The second major purpose of the District Administration is to assess and collect the land revenue and other taxes. The main principle of the Revenue Administration is that revenue by definition is intended to be collected and ought to be collected in full. Once this principle is allowed to slip and slide, there will be no end to it. There are particular cases when it cannot or should not be collected, such as fire, flood, drought or any other distress of great magnitude. The unparalleled devastation caused by the Liberation War is an example of distress of great magnitude. In such cases, the procedure is to give part or full relief on outstanding amounts of revenue at once and to come to the aid of the villagers with money and materials to relieve their immediate distress and to enable them to get on with the next crop. Another principle is fair assessment. Whether it is land revenue, irrigation dues, agricultural income tax or other taxes and duties which are levied under law, an essential preliminary to collection is that assessment must be fair and should be seen to be fair by the assessee. There is also the principle of certainty. People should know the basis of assessment, the amount assessed and the place and time when the revenue dues are to be paid or collected.¹

¹ The Awami League Government in honouring their pledge have since exempted the holdings up to 25 bighas, i.e., $8\frac{1}{3}$ acres (1 bigha = $33\frac{1}{3}$ decimals) from the payment of land revenue.

(c) Administration of the Land

9.7.4 The third purpose of the District Administration is to administer and manage the land. The system of landlordism or the zamindari system was abolished in Bangladesh in 1951 under the East Bengal State Acquisition and Tenancy Act of 1951 and all rent-receiving interests in land had been acquired. The zamindars and other rent-receiving interests had been compensated and the total amount of compensation was about Taka 36·34 crores. Out of the total amount of Taka 36·34 crores assessed as final compensation payable to ex-rent receivers and others for their properties acquired under the said Act, total amount paid up to May 31, 1969 was Rs.22,80,90,796·00 in cash and Rs.82,04,600·00 in bonds. Cash payment of compensation, which was made only to the previous Pakistani nationals, was almost completed in the year 1968-69 except in the District of Sylhet where the payment was expected to be completed in the year 1969-70.

9.7.5 The abolition of the zamindari system with compensation to the ex-rent receivers did not produce any appreciable or significant and meaningful effect on the economy of Bangladesh. The following table gives an idea about it²:—

Size of Farms.	No. of Farms. (p.c.)	Cultivated area. (p.c.)	Family working members for cultivated area. (p.c.)	Cropping intensity. (p.c.)
1	2	3	4	5
Less than 0·5 acre ..	13	1	11·8	165
0·5 to 1·0 ..	11	2	3·7	170
1·0 to 2·5 ..	27	13	1·6	165
2·5 to 5·0 ..	26	27	0·9	156
5·0 to 7·5 ..	7	20	0·6	148
7·5 to 12·5 ..	7	19	0·5	141
12·5 to 25 ..	3	14	0·3	134
25·0 to 40·0 less than 5 p.c. ..	..	3	0·2	128
Greater than 40·0 ..	..	1	0·1	115

² Pakistan Census of Agriculture, Government of Pakistan (former) Vol. I, 1962, pages 29, 358, 20 and 120.

According to Pakistan (former) Census of Agriculture, the total number of farms in Bangladesh was 61,39,480 and the total cultivated area was 1,91,38,109 acres.

9.7.6 In the light of the situation and facts stated above, the policy formulation by the Government regarding Land Administration and Management have continued to be difficult.

(d) Executive Functions

9.7.7 The fourth purpose of the District Administration is to administer various other control and executive functions of the Government, that is, control of prices of essential commodities; administration of evacuee property; restoration of the property of displaced persons; rehabilitation of the refugees; conduct of national and local elections; licensing of arms, explosives, petroleum and cinemas; issue of passports, extension of visas and control of foreigners; enforcement of prohibition of consumption (except for medicinal purposes) of intoxicating drinks or drugs injurious to health; protection of monuments or objects of artistic or historical interest from disfigurement, destruction or removal, etc. Good public relations, efficiency in execution and strict accountability to the Government are the three of the more important principles of the Public Administration involved in the application of this purpose.

(e) Relief

9.7.8 The fifth purpose of the District Administration is to take immediate action to relieve distress in case of calamity and disaster such as flood, drought, epidemic and famine. Presently, there is no end to calamities and disasters because of the genocidal war inflicted on the people of Bangladesh. Adequate supplies of essential goods—food, medicine, house building materials, kerosene, edible oil, salt, cloth—are to be ensured. They are challenging the District Administration to the utmost.

(f) Development

9.7.9 The sixth and last but by no means the least purpose of the District Administration is to promote the positive progress and

welfare of the people of the District. Development work occupies an increasingly important place in the District Administration. Today, the District Administration is more extensively concerned to promote the welfare of the people. General objectives in this connection are contained in the Fundamental Principles of State Policy as stated in the Constitution of the People's Republic of Bangladesh. Contemporary principles underlying Rural Development Administration in the District have evolved from the past experience and include the following:—

(i) A permanent impression can be created if the administrative approach to the villager is a co-ordinated one and comprehends his whole life;

(ii) Programmes which are based on the co-operation of the villagers have a better chance of success than those which are imposed on them;

(iii) Substantial results are achieved if the principal responsibility for improving rural conditions rests with the villagers themselves;

(iv) Better results are possible if the rural development programmes are pursued intensively;

(v) Advice and precept are useless unless they are backed up by practical aids, e.g., supplies of seeds and fertilizers, finance and technical guidance and irrigation for solving immediate problems; and

(vi) The approach to the villager should be in terms of his own experiences and problems and should avoid elaborate techniques and equipment until he is ready for them.

9.8 The six major purposes of the District Administration have been suggested and explained in terms of principles which underlie their application. They are clearly so diverse and extensive that no single agency can undertake them all. Thus, the District Administration consists of a number of officers and agencies working within the framework discussed in the following section.

e Framework

9.9 There are the following types of administrative areas within the District:—

- (1) Village,
- (2) Union,
- (3) Thana,
- (4) Municipality, and
- (5) Subdivision.

9.10 The Districts are divided into two or more Subdivisions, each which is in charge of an officer called the Subdivisional Officer. There are 62 Subdivisions in Bangladesh. The Subdivisions are divided into a number of Thanas, i.e., Police Stations. There are 421 Police Stations in Bangladesh. Each Thana consists of about 10 Unions; there are 4,046 Unions in Bangladesh. Each Thana comprises 158 to 160 villages. There are 66,832 villages in Bangladesh.

9.11 The field set-up of the Government on the civil side may be seen at Appendix VII. In the said set-up, the Public Statutory Corporations have been excluded and the ministerial and custodial functions have not been shown.

9.12 The former Provincial as well as the former Central Governments had their field offices in the Districts. While headquarters organisation, i.e., the organisation of the Secretariat and the departments of the former Central and Provincial Governments, had been built on about the same pattern, field organization of the Provincial Government was quite distinct from that of the Central Government. The latter Government had, no doubt, the field organization of the former Central Departments like Income Tax, Central Finance, Export and Import, etc. These offices performed functions in their own limited sphere. There was no control or co-ordination role among them. The former Provincial Government being charged with the responsibility of General Administration, execution of development programmes, maintenance of law and order and essential means of communication such as the railways, roads, waterways, had to set apart from the offices of their Directorates, well-defined general

administrative offices with territorial limits and jurisdiction having a co-ordination and limited control role over all other offices within their respective jurisdiction. This co-ordination role was performed along with the primary duties of these offices which were general administration, maintenance of law and order, collection of revenue, administration of criminal justice and supervision of Local Government organisations. The officer responsible for performance of this role was the Deputy Commissioner, the Principal Administrative Officer of the District. The former Central Government had no such officer. The Deputy Commissioners are supervised by the Divisional Commissioners, the principal administrative officers of the Divisions. The Divisional Commissioners had no direct responsibility for the maintenance of law and order or administration of criminal justice. In fact, they had no power under law in this regard.

9.13 It would, thus, be seen that while the former Central Government exercised only vertical control over their field activities, the former Provincial Government had arranged for horizontal as well as vertical control over their field activities. This distinct pattern had arisen from the difference in the nature of activities of the former Central and the Provincial Governments. The former Central Government had no general administrative functions. For collection of income-tax, imposition of central excise duties, levy custom duties, regulation of import and export of goods or running the post and telegraph offices, it was not necessary for any co-ordination of the activities of the Departments concerned. The jobs were specialised and distinct from each other. This also required no local planning. The position of the former Provincial Government was, however, altogether different.

9.14 As District was the substantive unit of the Provincial Administration, most of the delegation of authority of the former Provincial Government for the performance of field jobs was directly to the District Officer. The Divisional Officer merely supervised the activities of the District Officer. The authority of the former Provincial Government did not pass through them. The Subdivisional, Thana

and Union offices, where they existed, were the field units of the District Administration. The authority of the former Provincial Government was never delegated to these officers excepting, however, in the case of Subdivisional Officers, where they had certain powers under the specific Acts for performance of jobs on behalf of the former Provincial Government.

9.15 Although most of the Ministries of the former Central Government having field functions to perform and most of the Departments of the former Provincial Government with field duties to perform had their offices and organisations in the District, the sum total of the activities of these organisations was neither popularly nor officially expressed by the term "District Administration". The term has, always had, special connotation in this country. It specially referred to the duties, responsibilities and functions of the Deputy Commissioner and governmental activities with which he was connected.

9.16 Traditionally, the position of the Deputy Commissioner has been that of an officer representing the Government as a whole and not any particular Department, though administratively he had been under the control of only one Department of the former Provincial Government, i.e., the Services and General Administration Department (presently the Establishment Division). Thus, other Departments of the Government have been considering themselves entitled to the services of the Deputy Commissioner and made references to him whenever they had any serious problem requiring action by more than one government agencies, or required wide public participation. Logically, therefore, he is very often called as the "District Officer". When this designation is used, no one makes the mistake of thinking it to be a reference to the district functionary of any other Department. The other names of the Deputy Commissioner have been:—

- (i) District Magistrate—in his responsibility for the maintenance of law and order and the administrative supervision of the Magistrates who dispense criminal justice (the appellate jurisdiction is that of the District and Sessions Judge).

- (ii) Collector—in his responsibility as head of the land revenue administration.

His position has often been compared to that of the French Prefect but this is not an apt comparison. Unlike the French Prefect, a Deputy Commissioner did not represent the political parties nor permanent officialdom of the Capital.

9.17 It has been mentioned earlier that the former Provincial Government had arranged for vertical as well as horizontal control over the activities of the government agencies in the Districts. A distinction can also be drawn in this respect. Vertical control was exercised over the activities of all government organisations in the District. But this was not the case in respect of horizontal control. There was no horizontal control over the activities of the Deputy Commissioners. In fact, the responsibility of exercising horizontal control had been entrusted to the Deputy Commissioners themselves. This was the co-ordinating role of the Deputy Commissioners which they had to achieve without interfering with the internal administration of the respective district organisation of various Departments.

9.18 Though successive administrative reorganisation efforts have been made to improve vertical as well as horizontal control of the activities of the Departments in the District, the extent of direction and control sought to be achieved was not, however, the same in both the cases. In the case of vertical control, the aim had been to reduce it as much as possible but in the case of horizontal control, the effort had been to ensure as much horizontal control as was possible. The reasons were obvious.

9.19 The former State of Pakistan inherited a highly centralised system of administration. It provided for vertical division of authority, in straight line of command running from the Governor through the Directorates to the divisional and district offices. Excepting the Deputy Commissioners, the other district officials had few powers of decision-making. They did not even had the power to appoint or punish or remove their own staff. The vertical organisational set-up of all the Departments was also not the same. Successive tiers of

administration did not have well-defined and clear-cut power. The Divisional Officers, to all intents and purposes, acted as mere post office between the Government and the district officials. Nevertheless, the administrative machinery worked as an efficient bureaucratic system. It was limited in scope and outlook. The primary role was the maintenance of law and order and collection of revenue. This was a responsibility of the Deputy Commissioner and he had adequate power so far as these two subjects were concerned. Welfare of the people and economic development had not been the concern of the Colonial Government until the closing days of the British rule; even then it was not any substantial concern of the Government. The Agricultural, Animal Husbandry, Communication and Works, Public Health, etc. Departments had minimum of duties and functions. In the absence of development programmes of any significance, these Departments were not invested with heavy responsibilities. They were not accountable to the people and did not require popular participation in their limited activities. There was no need to react quickly to local demands and the local people made little demands on them. In time of natural calamities and distress, the people looked up to the Deputy Commissioner for relief. Consequently, the administration ran smoothly in spite of the delays in the transmittal of the Government decision to the executing authorities through a long chain of command exercising an excess of supervision over a minimum of activities and slow movement of the district official due to lack of power and authority. When they got the orders, they executed the same regardless of the local reaction, favourable or unfavourable. Towards the close of the British rule, with the diminishing position of the Deputy Commissioners, as will be explained shortly and an increasing assumption of developmental activities, the administrative machinery started to show signs of stress and strain.

9.20 The British developed the District Administration as a monocratic structure. Initially, all the government functions were carried on only by the Deputy Commissioner himself through his direct subordinates. With the assumption of more and more functions by the Government, separate offices were set up in the Districts but the

heads of these offices functioned under the unified command of the Deputy Commissioners. The District Administration, as run by the Deputy Commissioner, was very much like the functions of the Government under a Governor or the Head of the State. The heads of all district offices accepted the commands of the Deputy Commissioners though there were no statutory or executive orders to that effect. The informal arrangement continued without any stress or strain as long as almost all the Deputy Commissioners belonged to the ruling race, i.e., the British. That was enough to command obedience. The other officers, being of local origin, accepted without question the superior authority of the Deputy Commissioner who belonged to the ruling race. The pattern of administration was standard. Initially, all governmental functions in the District were the direct responsibility of the Deputy Commissioner. Whenever any particular function or group of functions assumed a magnitude justifying the creation of a separate office, it was so created, but the Deputy Commissioner kept on co-ordinating and controlling its activities by virtue of his prestige and position without requiring any statutory provision or executive orders.

9.21 Towards the close of the British rule in the Indian sub-continent, cracks began to appear in these arrangements. Three things happened simultaneously. Firstly, there was the increasing Indianisation of the I.C.S. which resulted in many of the Deputy Commissioners becoming sons of the soil. Secondly, there was growing assumption of welfare and developmental functions leading to the growth in power, size, maturity and specialisation of the specialised and technical departmental offices in the Districts. Thirdly, with the growing magnitude and intensity of the political movement for independence, there was considerable erosion in the prestige and position of the administration in general and of the Deputy Commissioner in particular. The specialised Departments felt more and more inclined to follow an independent path without reference to and consultation with each other. The Bengal Administration Enquiry Committee in 1945 concluded that the independent and disconnected activities of the Government in the Districts had reached a

point of confusion. The Committee gave the following description of the situation:—

The present position is in our judgement, thoroughly unsatisfactory, both from the point of view of the District Officer himself as well as from the point of view of efficiency of the government machine and the welfare of the people in the District. The lot of the District Officer, like that of the comic opera policeman, is not a happy one. He is expected to see that nothing goes wrong in his District, but he has little powers outside the Magistrate and Collector field to see that things go right. He is supposed, to quote from an official publication, 'to compose differences between the officers' but he has no power to impose his will upon the recalcitrant. He can cajole and persuade; he cannot compel. He is regarded as responsible for stimulating the activities of the officers of other Departments, but he has no real control over them, and although they are under obligation to keep him informed of their activities, the extent to which this obligation is discharged depends in most cases on the personal factor. Even if they keep him informed of what they are doing, they are under no compulsion to discuss their plans with him in advance.³

The Committee recommended that the Deputy Commissioner should be given formally the responsibility of preparing the district development plans within the general outline given to him by the Government and not piece meal to the technical departments. He would consult the officials of the technical department while finalising the plan. Before the recommendation could be acted upon, the British Indian Empire was partitioned into two separate States—India and Pakistan.

9.22 The then Government of former Pakistan maintained *status quo* till 1960. It was becoming increasingly clear that the Government had kept with themselves far too many powers of control

³ The Rowlands Committee Report (NIPA REPRINT SERIES—1. National Institute of Public Administration, Dacca), pages 26—27.

which they could exercise effectively. The district officials needed greater powers of discretion so that they could act quickly and respond expeditiously to the local situation. For the same reasons, there was the need of effective co-ordination of activities at district level. In the absence of well-defined sphere of activities, the divisional offices were bottlenecks. Although the Provincial Administration Commission (1960) recognised that the independent and disconnected activities of the Government in the field was leading to a serious situation, its recommendation fell far short of making the administration accountable to the people and obtaining their participation in governmental activities and in introducing popular co-ordination and control of the governmental activities in the field. The Provincial Reorganisation Committee (1961-62) did little to improve the situation. On its recommendations, the Government issued orders declaring the Divisional Commissioners and the Deputy Commissioners to be the heads of administration within their respective jurisdictions and the departmental officers were required to consult them in all important matters. In order to establish the position of the Divisional and the Deputy Commissioners as the co-ordinators and supervisors of all governmental activities in their respective Divisions and Districts, they were vested with the—

- (i) Power to call for a report direct from any divisional/district level officer of their area. (The Commissioners were given further powers to call for the relevant files and papers of any case);
- (ii) Power to inspect all the work and projects in their respective jurisdictions, and suggest to the Director concerned measure for acceleration of progress;
- (iii) Power to inspect any office in their Division/District and suggest measures for the improvement of its working in dealing with the public;
- (iv) Power to call for tour diaries of heads of divisional/district offices;

- (v) Power to secure the services of officers of all Departments, in their respective jurisdictions, for specific duties, in cases of emergency, e.g., flood, famine, election, census, and so on;
- (vi) Power to grant casual leave to divisional/district level officers under intimation to the head of the Directorate concerned;
- (vii) Authority to call all divisional and district level officers, as the case may be, into conference, periodically as well as in emergent circumstance, for the purpose of co-ordination and review of all the branches of the administration in their respective areas. (The attendance of such conferences was made compulsory for the divisional/district level officers invited to attend); and
- (viii) Authority to ask the divisional or district departmental head concerned for the transfer of an officer, where the Commissioner or the Deputy Commissioner felt the continuance of the officer at a station in his jurisdiction undesirable, on grounds of his inefficiency or for any other reason. (A recommendation made by the Deputy Commissioner in this behalf was not to be disregarded except with the approval of the Commissioner, while such a recommendation of a Commissioner was not to be disregarded except with the approval of the Governor)

9.23 The above orders aimed at increasing the bureaucratic control over the administration in order to co-ordinate the field activities of the Government. While the orders did increase the bureaucratic control, there was hardly any improvement so far as co-ordination of the activities was concerned. The element of compulsion in the orders was intensely resented by all officers of the specialised and technical departments. This even affected, to some extent, the voluntary co-operation that was available earlier.

⁴ *Vide* the erstwhile Government of East Pakistan Order No. 1C-20/62, dated 18th May, 1962 published in *Dacca Gazette, Extraordinary* of the same date.

9.24. The reorganisation of the Local Government institutions under the "Basic Democracies Order" (1959) brought significant and unfortunate changes in the role of the District Administration. Though the villages in ancient India were self-governing communes, there does not appear to be any tradition on the part of successive governments to encourage local self-governing institutions. There was, however, a gradual, although slow, movement towards progress. What the Military Government did in 1959-60 was a definite step backwards. By making the Deputy Commissioner the Chairman of the District Council and other district officials members of the same, the local government institution was made actually subordinate to the District Administration. It became an appendage of the District Administration. An attempt was made through the device of the District Council, to institutionalise the co-ordinating role of the Deputy Commissioner over the activities of other district officials. It did not meet with any greater success than the introduction of the element of compulsion through the issue of executive orders already discussed.

9.25. Although over a long period of evolution, the Districts have developed as basic units of administration and successive efforts at reorganisations have delegated substantial powers to the district officials, the District Administration have been lacking in cohesion and vigour due to the defect in its institutional framework. It lacked in popular participation, support and direction. A major reform of the system of the District Administration is, therefore, urgently called for in order to democratise the administration and to make the massive development efforts of the Government a success and for the socialist transformation of the economy.

Reorganisation of the District Administration

9.26 The Constitution has made adequate provisions for the reorganisation of the District Administration in the proper direction. It has been laid down in clause (1) of the Article 59 of the Constitution that Local Government in every administrative unit of the Republic shall be entrusted to bodies composed of elected persons. Clause (2) of the same Article has made provisions for the framing

of law entrusting to these elected bodies functions relating to administration and work of public officers, maintenance of public order and preparation and implementation of plans relating to public services and economic development. If the functions are transferred to the Zilla Parishad in a phased manner with adequate staff and financial support, it is expected that the necessary cohesion and vigour in the District Administration will be available through popular support and direction it will receive through the elected representatives of the people. We would discuss under appropriate heading the extent and phasing of the reorganisation of the different aspects of the District Administration.

Size and Population

3.27 Apart from the necessity of reorganisation of the District Administration for reasons discussed above, an immediate necessity is the size and the population of the Districts. The size of the District was historically determined from the point of view of Revenue Administration. The Districts have grown large in respect of population. According to 1961 Census, the District of Mymensingh (including Tangail) has a population of 70,18,906 in an area of 6,361 square miles; Dacca has a population of 50,95,745 in an area of 2,882 square miles; Comilla has a population of 43,88,906 in an area of 2,594 square miles; Bakarganj (including Patuakhali) has a population of 42,61,767 in an area of 4,240 square miles; Rajshahi has a population of 28,10,964 in an area of 3,654 square miles and Rangpur has a population of 37,96,043 in an area of 3,704 square miles. The Districts vary widely in size and population. From the point of view of population the size of the Districts is too vast for effective organisation of the Local Government and also for the static functions of the District Administration. We have in para 9.4 given a table showing the population of the Districts according to the 1961

Census together with the density of the same! We may now look into the Subdivision-wise breakup of the population (1961 Census):—

District.	Subdivision.	Population.
Dacca District	1. Dacca Sadar South Subdivision	11,38,274
	2. Dacca Sadar North Subdivision	9,79,415
	3. Narayanganj Subdivision	15,46,278
	4. Munshiganj Subdivision	7,30,387
	5. Manikganj Subdivision	7,01,393
Mymensingh District.	1. Mymensingh Sadar South Subdivision	10,61,632
	2. Mymensingh Sadar North Subdivision	8,30,407
	3. Jamalpur Subdivision	14,48,540
	4. Netrakona Subdivision	9,60,860
	5. Kishoreganj Subdivision	12,30,879
	6. Tangail Subdivision*	14,86,588
Faridpur District	1. Faridpur Sadar Subdivision	8,29,729
	2. Goalundo Subdivision	4,34,407
	3. Madaripur Subdivision	12,28,002
	4. Gopalganj Subdivision	6,86,807
Sylhet District	1. Sylhet Sadar Subdivision	10,27,084
	2. Sunamganj Subdivision	8,67,732
	3. Maulvi Bazar Subdivision	7,42,081
	4. Habiganj Subdivision	8,52,692
Comilla District	1. Comilla Sadar South Subdivision	11,18,235
	2. Comilla Sadar North Subdivision	9,60,557
	3. Brahmanbaria Subdivision	11,51,325
	4. Chandpur Subdivision	11,58,789
Noakhali District	1. Noakhali Sadar Subdivision	7,92,804
	2. Feni Subdivision	5,90,341

Now a separate district.

District.	Subdivision.	Population.
Chittagong District	1. Chittagong Sadar North Subdivision ..	15,23,361
	2. Chittagong Sadar South Subdivision ..	9,20,493
	3. Cox's Bazar Subdivision ..	5,39,077
Chittagong Hill Tracts District.	1. Rangamati Subdivision ..	1,63,523
	2. Ramgarh Subdivision ..	1,35,134
	3. Bandarban Subdivision ..	86,422
Khulna District ..	1. Khulna Sadar Subdivision ..	8,41,096
	2. Bagerhat Subdivision ..	7,92,942
	3. Satkhira Subdivision ..	8,14,682
Bakarganj District	1. Barisal Sadar South Subdivision ..	7,36,356
	2. Barisal Sadar North Subdivision ..	8,10,591
	3. Bhola Subdivision ..	7,07,870
	4. Patuakhali Subdivision ..	10,76,444
	5. Perojpur Subdivision ..	9,30,506
Jessore District	1. Jessore Sadar Subdivision ..	8,38,590
	2. Jhenidah Subdivision ..	6,26,991
	3. Magura Subdivision ..	3,50,492
	4. Narail Subdivision ..	3,74,078
Kushtia District	1. Kushtia Sadar Subdivision ..	6,60,792
	2. Mehetpur Subdivision ..	1,91,200
	3. Chuadanga Subdivision ..	3,14,270
Pabna District	1. Pabna Sadar Subdivision ..	8,50,601
	2. Serajganj Subdivision ..	11,08,459

* Now a separate district.

District.	Subdivision.	Population.
Raishahi District	1. Rajshahi Sadar Subdivision ..	7,28,372
	2. Natore Subdivision ..	5,45,847
	3. Naogaon Subdivision	9,10,557
	4. Nawabganj Subdivision	6,26,188
Bogra District	1. Bogra Subdivision	18,74,105
Rangpur District	1. Rangpur Sadar Subdivision ..	12,41,858
	2. Nilphamari Subdivision ..	6,93,425
	3. Kurigram Subdivision ..	8,97,889
	4. Gaibandha Subdivision ..	9,62,871
Dinajpur District	1. Dinajpur Sadar Subdivision ..	10,10,035
	2. Thakurgaon Subdivision ..	6,99,882
17	59	

Two Subdivisions—Tangail (14,86,588) and Patuakhali (10,76,444)—have since been converted into Districts. Three new Subdivisions, namely, Jaipurhat (2,91,118), Barguna (4,60,274) and Jhalakati (4,03,336) have also been created in the Districts of Bogra, Patuakhali and Bakarganj respectively. It would appear from the above table that the population of most of the Subdivisions is so large that it would justify their upgradation to full-fledged Districts.

9.28 We, therefore, recommend that 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 into one District. Similarly, large Subdivisions like Noakhali Sadar might have to be broken up while converting them into Districts. From the point of view of area and population, each Subdivision appears to be a unit of local administration. Smaller size in area and population is helpful to the growth of a common feeling among the people. It will be con-

venient for the General Administration and also for holding meetings of the elected councils and committees more frequently than now. Again, the provisions of the services and the size and the population of the areas are interdependent. After all, the administration is for the welfare and convenience of the people. Viewed from all conceivable angles, a Subdivision appears to be a suitable unit of administration. "The District and Subdivisional boundaries are not sacrosanct and the sooner this is realised the better. Economically, it may not be possible to convert the Subdivisions into Districts all at once, because more offices, equipment and money will be necessary. It may be attempted in a planned manner spread over a number of years. On conversion as Districts, the Subdivisions would disappear as units of administration. We also think that a Boundary Commission should be set up to go in depth into the whole problem of the size of the future Districts from all conceivable points of view.

Judicial Administration

9.29 The Judicial Administration is headed by the Supreme Court. The principal Civil Courts of original jurisdiction in Bangladesh are located at the district level. A District Judge presides over each court. He is appointed by the Government in consultation with the Supreme Court. In addition, there are Subordinate Judges working in the Districts and Munsiffs in the Subdivisions and also in some Police Stations. The Civil Courts hear suits and also act as the initial appellate authority in a number of cases affecting civil rights which are dealt with by administrative officers or tribunals in the first instance. Appeals from Subordinate Judges lie to the District Judge, although in suits valued at more than a specified amount, appeals lie to the High Court Division of the Supreme Court as do appeals from the District Judge.

9.30 The administration of criminal justice is based primarily on the provisions of the Code of Criminal Procedure and the Bangladesh Penal Code. The principal authority is the Supreme Court. The High Court Division of the Supreme Court mainly hears appeals

from the decisions of the Sessions Judges. The jurisdiction of a Sessions Judge is usually, but not always, co-extensive with the District, and when it is, the District Judge for Civil Courts is also the Sessions Judge for criminal cases in his District. He takes cognisance of more serious criminal cases within his jurisdiction, after they have been committed to him by a Magistrate or other executive personnel following a preliminary enquiry. He can inflict any punishment authorised by the Bangladesh Penal Code, although a sentence of death requires the confirmation of the Supreme Court. He also hears appeals against the decisions of Magistrates.

9.31. The trial of various crimes of a comparatively minor nature is entrusted to Magistrates of three grades: a first-class Magistrate may pass a sentence of two years' imprisonment and a fine of Taka 1,000; a second-class Magistrate one of six months' imprisonment and a fine of Taka 200; and a third-class Magistrate one of one month's imprisonment and a fine of Taka 50. The District Magistrate has first-class magisterial powers. The Subdivisional Officers are first-class Magistrates and are designated as Subdivisional Magistrates in that capacity. There are second-class and third-class Magistrates at various levels. The Deputy Commissioner in his capacity as the District Magistrate exercises judicial powers in certain fields in addition to being the executive head of a District. A change will have to be brought about in this position as discussed later. Cases may come to them in the form of private complaints and police arrests. They also administer preventive criminal laws; for example, they take measures on their own initiative to prevent a breach of peace during festivals or elections, etc. In many areas, there are Honorary Magistrates. They do not exercise many of the ordinary powers automatically conferred on Magistrates under the Code of Criminal Procedure, but they do perform such functions as authenticating documents and recording dying declaration in addition to trial of cases. It is the District and Subdivisional Magistrates alone who can issue orders for the distribution of business among the different Magistrates. In nearly all judicial cases, the Magistracy is subject to the control of the Supreme Court.

Separation of the Judiciary from the Executive

9.32 In Article 22 of the Constitution of the People's Republic of Bangladesh, it is laid down that "the State shall ensure the separation of the Judiciary from the Executive organs of the State".⁶ It may not be possible to implement it immediately but steps should be taken to create conditions so that the separation is possible by an early date. This requirement is, however, not justiciable. We propose a broad scheme to ensure the separation of the Judiciary from the Executive. The functions of a Magistrate under the Code of Criminal Procedure and other relevant Statutes fall into two broad categories: (i) functions which are administrative in character such as those involved in handling unlawful assemblies, measure for the prevention of breach of peace and the issue of arms licenses; and (ii) functions which are essentially judicial in character such as the trial of criminal cases involving the sifting of evidence, pronouncement of decisions involving penalty or punishment, or the sending of individuals for trial to another Court. The scheme, we propose, divides the functions accordingly. **For the discharge of magisterial functions of a purely judicial character, a separate hierarchy of Judicial Magistrates should be created in the District 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.**

9.33 At the district level, the following should be responsible for the Judicial Administration:—

- (1) The District Judge,
- (2) The Sessions Judge,
- (3) The Judicial Magistrates, and
- (4) Other necessary officials and employees.

⁶ Fundamental Principles of State Policy, Part II.

The District Judge, the Sessions Judge, the Civil Judges and the Judicial Magistrates form a category by themselves and should work under the administrative control of the Supreme Court. The young recruits to the Judicial Service should be recruited to Grade V through open competitive examination to be conducted by the Public Service (First) Commission. They would belong to the Functional Group of judicial officers.

Public Order

9.34 In Bangladesh, the Department of Police is a part of the Ministry of Home Affairs. This Department is headed by the Inspector-General of Police. The main Police Force, excluding various special branches, is organised on a district basis. Each District has a Superintendent of Police who is responsible for police affairs throughout the District, subject to the direction of the Deputy Commissioner in his capacity as the District Magistrate. The primary functions of the Superintendent of Police are concerned with the maintenance of public order, prevention and detection of crime, collection of political intelligence and anti-corruption work. The District Superintendent of Police is assisted by one or more Additional and Deputy Superintendents of Police, a number of Circle Inspectors and other officials. The Superintendent of Police is to maintain the Police Force in proper trim for ensuring efficiency and prompt action. By law and tradition, the Deputy Commissioner has been charged with the responsibility of maintaining law and order in the District. This responsibility is discharged in his capacity as the District Magistrate. Section 4 of the Police Act, 1861 states that the administration of the police throughout the local jurisdiction of the Magistrate of the District shall, under the general control and direction of such Magistrate, be vested in a District Superintendent and such Assistant District Superintendents as the Government shall consider necessary. While there can be no manner of doubt that the Police Administration in the District vests in the District Superintendent of Police, the law clearly mentions that his powers will be subject to the general control and direction of the District Magistrate. Some doubts have been raised with regard to the correct relations between the Deputy Commissioner and the head of the Police in the District, i.e., the

Superintendent of Police. We, therefore, propose to examine this matter in some detail.

9.35 There is a school of thought, however, which holds the view that there should be complete organisational and functional independence of the Police working under their own officers and that the head of the District Police Force, namely, the Superintendent of Police, and not the Deputy Commissioner, should be responsible for the maintenance of law and order in the District. A number of arguments have been advanced in support of this point of view. First, it is argued that there is need for well-defined control and direction in the maintenance of public order by one who is directly connected with the operating machine and that the present system which involves consultations with, and securing prior concurrence of the Deputy Commissioner in maintaining public order is, therefore, highly unsatisfactory. The Deputy Commissioners are at present overloaded with various items of work and are forced to depend on their subordinates for dealing with this essential work. Second, the control of the Deputy Commissioner over the Superintendent of Police is indicative of a want of confidence in the latter. As he is responsible for law and order, he must have the powers which go with this responsibility. He must not, therefore, be subordinate to an outside authority. Third, the control of the Deputy Commissioner tends to lower the position of the Superintendent of Police in the eyes of his subordinates and thereby adversely affects discipline in the Force and its morale. Fourth, most of the Deputy Commissioners are generally young and inexperienced and hardly spend more than two or three years on an average in the District in their entire service career. The police officers, on the other hand, are, by training and experience, better suited to handle the law and order. The problems of law and order have been handled creditably by the Police without the guidance of the Deputy Commissioner in metropolitan cities in India. There need not, therefore, be any apprehension, it is argued, about the maintenance of law and order after the removal of the Deputy Commissioner's control. Fifth, most of the Deputy Commissioners and Superintendents of Police belong to the former C.S.P. and P.S.P. respectively. Both have a more or less common educational

and social background and have been recruited through a common competitive examination. While in the past there might have been some justification in placing the District Police under the Deputy Commissioner, the present system does not warrant such subordination. Sixth, the police officers in a district operate under a dual control in that they are responsible to the Deputy Commissioner on the one side and their own superior officers on the other. This provides wide scope for shifting, even evading, responsibilities. In the matter of maintenance of law and order and providing security to life and property, it is the citizen who has to pay and pay heavily sometimes for inaction, vacillation or shifting of responsibility by the law enforcing agency. This makes out a case for placing the full responsibility to maintain law and order in a single authority, thus ensuring the unity of command. Seventh, the Police and the Magistracy together constitute the two important wings of the Criminal Administration; with the separation of the Judiciary from the Executive, the Deputy Commissioner will lose his control over the Magistracy. He will not be in a position to render any assistance to the Police in matters pertaining to law and order and disposal of cases in a court. The control of the Deputy Commissioners is, therefore, redundant.

9.36 If the essential premise of the functional independence of the Police is conceded, it will then follow, as a logical consequence, that the extensive jurisdiction of the Deputy Commissioner and his powers of control over matters relating to the administration of the District Police should be terminated. For example, in matters like transfers, postings and promotions of Inspectors and Sub-Inspectors, and the inspection of Police Stations, the Deputy Commissioner need not have any say. Further, the confidential report of the Superintendent of Police and other officers should not be recorded by the Deputy Commissioner, since it is inconsistent with the functional independence of the Police and is a matter concerning the internal administration and discipline of the Police Force.

9.37 The opposing school of thought, which suggests the continuance of the Deputy Commissioner's control over the Police, advances the following arguments in support thereof. First, the

Police is a coercive and quasi-military force and as such it should be subjected to a civilian authority as a safeguard against police excesses. It is argued that in a democratic set-up, an organization whose members are equipped with arms and have the powers to arrest or otherwise interfere with the liberties of the people, cannot claim complete freedom from the supervisory control exercised by an external civilian authority. Such control is indispensable as a safeguard against the misuse or excessive use of the undoubtedly drastic powers which a police is armed with. A democratic system presupposes that there should be civilian authority and control over any kind of armed forces. The proper approach should be that such civil authority should ultimately be responsible for the maintenance of public peace and tranquillity, and that the forces in uniform should be the agency through which the objective is to be attained. Second, it is argued that the Deputy Commissioner has intimate contact with the public and that he functions as a shock-absorber between the police and the public. Third, it is better to have two agencies, one for policy and the other for its execution. If, both the functions are combined in the Police, there will be a tendency to misuse. Fourth, the system has stood the tests of time and has functioned satisfactorily; it should, therefore, be allowed to continue. Fifth, the argument that in many metropolitan cities (such as Bombay, Madras and Calcutta in India) the Police Force is not subject to the supervision of a civilian authority, misses the important point that in the metropolis the Police generally functions under the immediate supervision of the Ministry.

9:38 The supervision of a civil authority over the Police is essential to a democratic system. Hitherto, the supervisory control over the Police was vested in the Deputy Commissioner. The Police Force has been subordinate to the Deputy Commissioner, who is responsible for the Criminal Administration of the District and for the preservation of the public peace. The Deputy Commissioner must be kept informed of the progress of the Criminal Administration. All arrests made by the Police are to be reported to him. It is the duty of the Superintendent of Police to bring to the notice of the Deputy Commissioner everything of importance in connection with crime and

criminals, to discuss with him the work of the Police and to take his advice on all important matters. The Deputy Commissioner is the head of the District, and as such, responsible for the whole District Administration including the work of the Police of which the Superintendent of Police is the head. The work of the Superintendent of Police is done under the general control and direction of the Deputy Commissioner and subject to his orders. The Deputy Commissioner also records his views on the work of the Superintendent of Police in the annual confidential report, because under the existing system he bears the ultimate responsibility for law and order and the maintenance of peace. Hence, he is given the opportunity to assess the work of the head of the agency which is engaged in the activities directly involved in the enforcement of law and order.

9.39 The supervisory control so long exercised by the Deputy Commissioner over the Police will ultimately be transferred to the Zilla Parishad under Article 59 of the Constitution of the People's Republic of Bangladesh wherein it has been laid down that the Local Government in every administrative unit shall be entrusted to bodies composed of persons elected in accordance with law and every such body may, *inter alia*, be responsible for the following: (i) the direction and co-ordination of administration and of the work of public officers; and (ii) the supervision of maintenance of public order. Clearly, the Zilla Parishad will ultimately direct and co-ordinate the administration of the District and the work of the public officers including the Police and thereby will satisfy the requirement of civil control over the Police Force. **Till that takes place, the Deputy Commissioners must continue to have their supervisory role over the Police Force.** With the separation of the Executive and the Judiciary and transfer of development co-ordination to the Zilla Parishad, the Deputy Commissioners would be able to find adequate time required for the supervision of the work of the Police Force. The Deputy Commissioners will continue to have their quasi-judicial, regulatory and preventive functions. In that regard also, they should have the Police Force at their disposal.

9.40 In the past, the District Boards/District Councils were not vested with responsibility regarding public order. It will not be altogether unreasonable to argue that the Government should proceed in the matter with some degree of caution because law and order to-day is a very complicated, difficult and sensitive subject. It should be handled with considerable circumspection; more particularly, in view of the situation evolved out of the circumstances of the liberation struggle. The administration of the Police will need close and continuous supervision. It cannot be effectively handled by a large body. Good and effective management depends upon close and continuous supervision, and this cannot be easily achieved without experience. To begin with, the law should empower the Zilla Parishads to set up committees for the purpose of administering various services. There should be a Law and Order Committee in the Zilla Parishad. It should consist of the Chairman and a few members. The meetings of the Committee should be attended by the Deputy Commissioner and the Superintendent of Police. The Committee should have initially an advisory role. When the responsibility of public order is transferred to the Zilla Parishad, the administration of the Police should be under the general direction, control and supervision of this Committee. The Committee should submit its reports periodically to the whole Parishad. However, in the day-to-day functioning of the police organization and in matters of a routine nature like transfers and postings within his jurisdiction, the District Superintendent of Police should have full control.

9.41 The posts of Superintendent of Police should be in Grade IV. Direct recruits through open competitive examination conducted by the Public Service (First) Commission should serve initially as Assistant Superintendent of Police. They will earn their promotion and appointment as Superintendents of Police in Grade IV after a period of training and service in Grade V.

Revenue Administration

9.42 The Deputy Commissioners at the district level is responsible for the collection of land revenue as well as many other kinds of taxes,

fees and dues. He is responsible for the assessment, collection, remissions and reviews of land revenue. He is responsible for 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. He is responsible for the management of large government estates. He is responsible for the grant and recovery of certain types of loans for agricultural improvement. He also hears certain types of revenue appeals. He usually exercises general supervision over the district treasury. He is assisted by Additional Deputy Commissioner and by other staff. He is the appointing authority for most of the immediate subordinate revenue staff in the District and supervises and controls the work of all of them.

9.43 Obviously, 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.

Reorganised Role of the Deputy Commissioner

9.44 The present functions of the Deputy Commissioners are broadly the following:—

- (i) Maintenance of public order;
- (ii) Supervision and Administration of the lower Criminal Courts, i.e., the Magistracy;
- (iii) Collection of land revenue and other government dues, maintenance of record of rights and settlement of land, acquisition and requisition of land for public purpose, i.e., administration of the Land Laws;
- (iv) Supervision and co-ordination of development activities of all agencies in the District
- (v) Issue of permits and licences;
- (vi) Regulatory function like regulating the supplies of essential commodities, procurement and distribution of foodgrains (supervision of Food and Civil Supply offices);

- (vii) Emergency duties like attending to relief following natural calamities like flood, cyclone, fire, etc.;
- (viii) Services carried on behalf of other Departments, like— Information, Jail, Finance (Treasury), disbursement of loans and grants, etc.;
- (ix) Protocol; and
- (x) Residuary executive duties.

9.45 We have already suggested that **till the responsibility of public order is transferred to the Zilla Parishad, the Deputy Commissioners should continue to have supervisory and control role over the Police. He should also co-ordinate the activities of other law enforcing agencies in the District viz. the Rakkhi Bahini, the Bangladesh Rifles and the Customs specially in respect of anti-smuggling measures. He should also continue to exercise his powers under Chapters VI to XII of the Code of Criminal Procedure for the prevention of the breach of peace.**

9.46 In respect of the role of the Deputy Commissioner regarding the Judicial and Revenue Administration, we have already expressed our views.

9.47 **The Deputy Commissioner should have no responsibility with regard to the supervision and co-ordination of the work of the various intra-district development agencies in the District. This work should be transferred to the Zilla Parishad.** This is likely to bring in necessary cohesion and vigour in the District Administration removing the present non-co-operation and jealousy of the officers of other Departments consequent to the over-centralisation of powers in the hands of the Deputy Commissioners.

9.48 The developmental activities are bound to expand rapidly because the Government is committed to the socio-economic welfare of the people on a massive scale. These will be complex and diversified. The speed and magnitude and the variety of development programmes pose complicated problems. They have to be analysed, understood and solved quickly if quick results are to be achieved.

These cannot be left to the discretion of the officers of individual Departments. In accordance with the constitutional provisions of entrusting to the Local Government, the task of the preparation and implementation of the plans relating to public services and economic development, the responsibility of supervising and co-ordinating the activities of various development agencies in the District should go to the Zilla Parishad. This would ensure popular support and participation. **However, in respect 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", whenever there would be a necessity for co-ordination at district level, the responsibility should continue to be of the Deputy Commissioner's.**

9.49 With the transfer of responsibility for development work, the Deputy Commissioner would be able to devote himself exclusively to the regulatory functions. **Thus, he should be able to manage effectively the 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.**

9.50 Apart from the above, it will also enable the Deputy Commissioner to devote full attention to the following functions:—

(a) Purposeful and periodical inspection of the thana and union areas and other officials under his command, prompt attention to public grievances, control and supervision of subordinate offices, performance of his statutory functions under the various Acts. He should be assisted by senior officers in these respects;

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

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

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

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

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

(g) Protocol Duties: An aspect of a Deputy Commissioner's work which can be a source of considerable difficulty and embarrassment is the one associated with the protocol duties and functions to be performed when dignitaries visit a District. Protocol duties tend to cast a heavy burden on the Deputy Commissioner. It is our view that the work connected with the reception of VIP's, their accommodation and other comforts, interviews, tour programmes, etc., need not engage the personal attention of the Deputy Commissioner himself. We do not imply that such arrangements are unnecessary, but we feel that the burden such work cast on the Deputy Commissioner and other district officers, should be reduced to the minimum. As a general rule, Ministers and other dignitaries should give advance intimation of their visit and state specifically whether they wish to see the Deputy Commissioner or any particular officer, and if so, at what time. Except for the officers who are specifically required, it should not be necessary for any other officer to receive the dignitary and to meet him during his visit. Visits of the President, the Prime Minister and foreign dignitaries not below the rank of the Minister will, however, be an exception to this rule. Regarding arrangements for their accommodation, meetings and interviews, these tasks can be left to an assistant of the Deputy Commissioner.

Tours

9.51 One of the important duties of the Deputy Commissioner, which has tended to recede into the background very much, is touring

in the rural areas, specially in the interior of the District. The size of the Districts will be reduced and also with the improvement in the system of communication, this should not pose a great problem. If the burden of duties of the Deputy Commissioner is reduced in the manner as described above, it should be possible for him to do intensive touring in the District, halting at camps at nights. We feel that it should be insisted upon that the Deputy Commissioner and other officers of the various Departments, including the development departments spend a prescribed minimum number of days on tour with night halt in camps. **We propose the following guiding principles for inspection:—**

(a) Inspection should be constructive in nature, the intention being the location of difficulties and short-comings so as to effect improvements. Efforts should be made to encourage the officer whose work is being inspected to put in better performance. Deliberate defaults and careless work should, however, be taken note of and suitable action taken;

(b) In order to ensure that all important aspects of the functioning of an officer are covered, a suitable proforma should be devised. The intention of this step is that inspecting officers should not miss any essential point. It will be open to an inspecting officer to look into any other matter he thinks necessary. In this connection, instruction contained in the existing Inspection Manual should be strictly followed. Moreover, the Inspection Manual should be more up-to-date covering all the offices that have since come into existence;

(c) Formal inspections should be conducted at regular intervals and should be so planned that compliance of the preceding inspection can be checked at a succeeding one. In addition, a sufficient number of purpose inspection should also be carried out;

(d) The follow-up of the inspection note is of equal importance as the inspection itself. Positive steps should be taken by inspecting officers and their superiors to ensure the timely compliance of inspection notes; and

(e) In the course of inspections, special attention must be paid to disposal of work with due expedition. Serious case of delay should be adequately dealt with.

9.52 We are confident that if the inspection duties are carried out properly, these will have a salutary effect on the administration and will tone up the system. There is, however, a general feeling that most touring officers avoid carrying out prescribed inspections, and even if they do so, they are superficial and perfunctory. There is an intimate connection between field inspections and intensive interior touring. It is only if officers are made to undertake tours away from their headquarters in the interior villages that effective field inspections can be carried out. In our view, it is essential that the Government should insist that all officers at all levels in the District carry out a sufficient number of field inspections. In order to check whether they are, in fact, fulfilling their quota of inspections and whether any effective work is being done, every officer including the Deputy Commissioner must be required to submit a detailed tour diary to the next higher level for scrutiny and comments.

9.53 The posts of Deputy Commissioners should be in the General Administration Area Group and placed in Grade III.

Development Administration:

9.54 We have already suggested that in accordance with the constitutional provision, the **Zilla Parishad should be given the responsibility of the Development Administration in the District.** In view of the present state of development and also in view of the fact that many functions are of national importance and are beyond the capability of a Zilla Parishad, **it may be neither possible nor desirable to transfer them to the Zilla Parishad.** Some of these functions are stated below:—

- (i) Generation and distribution of electric power: These works are of capital intensive and national in nature because of their countrywide coverage;
- (ii) Irrigation schemes involving more than one District;

- (iii) Technical education and education above secondary level: viz., agricultural, engineering, medical etc. education, College and University education. The facilities created for this education in a District should not be limited to the students of the said District only. Moreover, the financial, technical and administrative involvement of these functions would be beyond the capabilities of the Zilla Parishad;
- (iv) Modernised District Hospitals and hospitals attached to the Medical Colleges. (For similar reasons as above);
- (v) Research organisations like Council of Scientific and Industrial Research (C.S.I.R.) laboratories. For similar reasons as above;
- (vi) Large scale seed multiplication and dairy farms. For reasons as above;
- (vii) Large scale industries which are capital intensive in nature and require imported raw materials;
- (viii) Inter-district means of communication, viz., posts, telegraph, telephones, railways, mechanically propelled inland water transport, highways, civil aviation, ports and shipping;
- (ix) Flood control and development of water resources;
- (x) Marine fishing; and
- (xi) Mining and mineral development.

9.55 All other developmental activities, not enumerated in the above paragraph should be the responsibility of the Zilla Parishad. The services of all officers of these development departments engaged in a district should be transferred to the Zilla Parishad. The officers would, however, be transferable from one district to another by their respective parent Department. Such transfers should not be too frequent. While posted in a district, these officers should be under the full operational control of the relevant Zilla Parishad. We would discuss more about the control of these officers while dealing with the

Local Government Service in the next chapter. Arrangements will naturally have to be made for deploying officers separately for carrying on development work retained by the Government.

9.56 The financing of the execution of the development projects by the Zilla Parishad should not pose any extra problem. Obviously, these projects would have been executed by the respective Departments out of development grants of the Government. **These grants should now be placed at the disposal of the Zilla Parishad.**

9.57 **For the proper supervision and co-ordination of the development activities, the Zilla Parishad should constitute a number of committees and sub-committees. Although the officers and staff of the 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.**

Divisional Administration

(including administration of the Ranges, Circles, Regions, etc.)

9.58 We have already said that the Divisional Commissioners in their present role are acting as mere post offices—an unnecessary link between the Government and the District. **Many of their statutory functions 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.** But the problem of supervising the work of large number of Deputy Commissioners on upgradation of the Subdivisions to Districts would remain. It would not be possible for the Government to directly manage the supervision of the work of so many Deputy Commissioners specially the supervision through regular inspection.

9.59 Similar would be the case with other Departments. Most of them have set up circle, range, or regional offices—their jurisdiction being mostly co-terminus with the administrative divisions mainly for supervision and inspection purposes. While the operational control of the officers engaged in development work would remain with the Zilla Parishad, the technical supervision and

regular inspection would continue to be carried on by the superior officers of the respective Departments. **We would, therefore, recommend that 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 complaints 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 post of Vigilance Commissioner may be in Grade II. 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.**

Regional Planning Authorities

9.60 Although Bangladesh is a small and compact area, its population is vast. It also has areas with distinct and special problems. In this regard, the cases of Northern Bengal, the "Haor" areas, the Chittagong Hill Tracts, etc. can be cited. These areas deserve special and concentrated development efforts on an overall basis. **It would be appropriate to set up Regional Planning Authorities for the quick development of these areas.**

Thana Administration

9.61 A Union is the lowest unit of administration in Bangladesh, but as it has not been possible to post functionaries of most of the Departments of the Government at the union level it cannot be taken to be the basic unit of administration. As officers of most of the Departments of the Government have been posted at the thana level, it can be taken to be the basic unit of administration in Bangladesh. We would discuss about the Thana Administration in this chapter and its functions, as has already been mentioned, as a unit or branch of the

District Administration. With the upgradation of the Subdivisions to the Districts, all the Thanas will become the focal point of administration.

9.62 The population of the Thanas varies considerably. According to 1961 Census, out of the 421 Thanas, 223 Thanas have a population of over 100,000 (in some cases it is up to 1,82,000), 34 Thanas have a population over 200,000 and 5 Thanas have a population of over 300,000. Tejgaon Thana under the Dacca Sadar South Subdivision has a population of 3,47,465; the Brahmanbaria Thana under the Brahmanbaria Subdivision has a population of 3,06,966; Laksam Thana has a population of 3,16,330; Chandpur Thana has a population of 3,05,384; and Begumganj Thana has a population of 3,65,743. Some readjustment of the boundaries should be made to bring down the population of the Thana to a more or less uniform level. There should be about 450 thanas comprising 5,000 Unions. Present number of Unions is 4,046. All these bodies at the rural level will comprise the whole of 66,832 villages in Bangladesh. There will thus be a little over 11 Union Parishads in a Thana. Each Union Parishad will consist of 12 or 13 villages.

9.63 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. The arrangements necessary for the Development Administration at thana level will be discussed in the next chapter. We may discuss here the arrangements necessary for regulatory and static administration at thana level.

Regulatory and Static Administration at Thana Level

9.64 The Regulatory and Static Administration at thana level would include the following:—

- (i) **Judicial Magistracy** consequent to the separation of the Executive and the Judiciary.—Judicial Magistrates will carry on this function;

- (ii) **Civil Judicial Administration**—The Munsiffs and Subordinate Judges will carry on this function;
- (iii) **Land Revenue Administration and Land Management**, i.e., the work now being carried on by the Circle Officer (Revenue)—The responsibility of executive Magistracy and residual executive function may also be vested in the officer entrusted with the Land Revenue Administration. He will be assisted by Kanungos, Tahsildars and Amins on the revenue side and such other officers as may be necessary on the executive side depending on the work load. The Treasury will also have to be gradually transferred to the Thana. The work should not pose much difficulty as the Banks will handle cash. The Circle Officer (Revenue) is presently an officer of Grade VI. When the Thanas would be fully constituted as the focal point of administration, the post will have to be redesignated as Thana Executive Officers and placed in Grade V;
- (iv) **Food and Civil Supplies**—The work is now being managed by the Officers of Food and Civil Supplies Ministry and the Consumers Supplies Corporation under the supervision of the Deputy Commissioners. Existing arrangement may continue with the modification that the work of Subdivisional Controller of Food will have to be redistributed between the Thanas and Districts on upgradation of the Subdivisions to Districts;
- (v) **Public Order**—The Police will be responsible for this under the overall supervision of the Deputy Commissioner and the officer performing the work of executive Magistrate at thana level till the responsibility of public order is transferred to the Thana Parishad. When Judicial Magistrates are posted at thana level, it would be necessary to expand and modernise the Thana lock up making it suitable as the judicial lock up, i.e. Hajat;
- (vi) **Registration**—The Sub-Registrars will continue to carry on this work; and

(vii) **Ansars, Customs and Excise, etc.**—Existing arrangements may continue.

Union Administration

9.65 It has already been stated that a Union is the lowest unit of administration in Bangladesh. **Excepting that there should be out-post of Police Stations in the Unions, it would not be possible to immediately deploy at this level officers of Regulatory and Static Department of the Government. The Development Administration in Union should be the responsibility of the Union Parishad to be constituted in accordance with the constitutional provision. The union administrative arrangements would therefore be discussed in the next chapter.**

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CHAPTER X

LOCAL GOVERNMENT ADMINISTRATION

Introduction

10.1 The function of the Government at all levels have increased beyond recognition in the twentieth century. The advent of the Socialist States has added enormously to the scale, volume, variety and complexity of governmental responsibilities everywhere. The Government of Bangladesh is no exception. Moreover, the Government of Bangladesh is committed to democracy and socialism. Its principal aim is to establish a socialist pattern of economy through the consent of the people. The Government is compelled to take upon itself the responsibility for the direction and utilisation of man-power, natural resources and the fast-growing technology for the creation of an environment conducive to widespread economic and social well-being. The demands of the people upon the Government have become insistent and persistent. Less and less, they are resigned to lives of poverty, hunger, ignorance and disease. In a country like ours, more and more the Government is looked upon as the agency to meet these urgent demands. The consequence of these is a huge expansion of the activities of the Government at all levels to meet the problems that are being thrown up at these levels.

10.2 To effectively and expeditiously meet the problems, not central in nature, i.e., those which do not affect the country as a whole, decision should be taken at the place and by the persons, where and by whom the incidence is most deeply felt. Among the people of a particular locality or area, there is consciousness of common purpose and common needs which distinguish them from the inhabitants of other areas. It is the neighbourhood which makes them aware of their common interests and these interests affect them more directly than others. If any attempt is made to administer these interests from without, it is quite likely to be not responsive to local opinion. It is bound, in the nature of things, to miss shades and expressions of thought and sentiment, the perception of which is, in a real degree,

urgent to the success of administration. And such a government is bound almost inevitably, to aim, not at variety but at uniformity. It cannot grasp in other words, the "genius of place". Further, because it is the Government from without, it fails to evoke either interest or responsibility from the neighbourhood it controls. It may well provoke indignation, but it does not succeed in eliciting the creative support of the people.

10.3 Good government is no substitute for self-government, and that is the foundation of the Local Self-government. People must govern themselves and that is democracy. The success of a government and also of the development programmes upon which the country has embarked depends on the active participation of the people themselves in the administration and in the developmental activities at the grass-root level. The local self-governing bodies provide the people with opportunity to participate in the local administration. Article 59(1) of the Constitution has accordingly provided that the Local Government in every administrative unit of the country shall be entrusted to bodies composed of persons elected in accordance with law.

10.4 The distribution of functions between the National Government and the Local Government is consequently based on the principle that all the functions of the Government are not central in their nature and incidence, and that there are certain functions of a predominantly local character, which can be effectively administered by the local people. The guiding principle in the allocation of duties between different levels of local authority and the National Government is that a service should be administered by a local body that can administer it effectively. There are certain subjects which concern the country as a whole such as defence, foreign affairs, currency, etc., and these are the proper and legitimate sphere of the National Government. There are certain subjects which concern the local areas such as a bridge over a canal, a primary school, protection of the locality, etc., and these constitute the proper sphere of the Local Government. These functions can be effectively administered by the people of the

locality. There are certain functions—agriculture, animal husbandry, irrigation and reclamation, health and rural sanitation, education, social education (women and children), communication, rural arts, crafts and industries, rural engineering, co-operation and housing— which concern the local people vitally. The Local Government in the rural areas such as the Union Parishad and the Thana Parishad can deal with these subjects effectively. This is in consonance with democratic principles.

10.5 It is, however, true that there cannot be any fixity or unalterable rigidity about the devolution of functions from the National Government to the Local Government. What is purely local to-day may assume national importance to-morrow. Again, what is national to-day may be a fit subject for the Local Government to-morrow. The local authorities thus have only those powers that have been given to them by law or by an executive order or by an ordinance. There is no such thing as inherent power in the Local Government. If a power cannot be found in legislation or ordinance in favour of the local bodies, there is no such power available for them. The power of the local authority can be divided into permissive power and mandatory power.

10.6 It is in the light of the principles stated above that we propose to discuss the composition and functions of the various levels of the Local Government. We have already stated in the earlier chapter, the functions that should be retained by the National Government.

Union Parishad

10.7 A Union being the lowest unit of administration, there should be a Union Parishad in every Union in accordance with Article 59(1) of the Constitution. There should be 5,000 Union Parishads in Bangladesh. Each Union Parishad should consist of 9 to 15 electoral units, each unit comprising 1,000 to 1,500 persons. In other words, each Union Parishad should cover a number of villages with a population ranging between 9,000 to 15,000 persons.

Membership of the Union Parishad

10.8 Each Union Parishad should consist of 9 to 15 members approximately, one member for every 1,000 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.

Chairman and Vice-Chairman of the Union Parishad

10.9 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. Although, this may be expensive for the persons seeking the office, this method of election is being suggested because of the fact that there would be very little chance of abuse under this system. 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.

10.10 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. He should be responsible for the day-to-day administration of the Parishad and supervision and control of its officers and staff. He should preside over the meetings of the Union Parishad and should have the right of using his casting vote in the event of any tie on the voting in any Parishad meeting. He should be the custodian of all records of the Union Parishad. According to Article 59 of the Constitution, a Union Parishad shall guide, supervise and co-ordinate the administrative machine at the union level as well as work of public officers relating to the functions transferred to it. The Chairman of the Parishad would thus be the controlling authority of these officers.

10.11 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.

Functions of the Union Parishad

10.12 The functions that we propose for the Union Parishads may be seen at Appendix VIII.

10.13 Every Union Parishad should have a whole-time paid Secretary. He must have passed the H.S.C. examination of a recognised Board. The post should be placed in Grade VIII and the recruitment to it should be through open competitive examination to be conducted by the Public Service (Second) Commission. Subject to the general supervision and control of the Chairman, the Secretary should be responsible for:—

- (a) The management of the office of the Union Parishad;
- (b) The conduct of correspondence on behalf of the Union Parishad; and
- (c) The performance of such other functions as may be specified by the Union Parishad or the Chairman.

10.14 A Union Parishad should also have an Accountant who should be a matriculate. He should be trained in accounting. The post should be in Grade IX. The Accountant should be responsible for (a) the receipts and collection of all moneys, taxes, rates, fees and other dues on behalf of the Union Parishad and the maintenance of the record thereof; (b) the maintenance of accounts; and (c) the custody of the property of the Union Parishad.

10.15 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. It would, however, be necessary to appoint a Sanitary Assistant for taking prophylactic health measures, and a Public Health Mechanic for the repair and maintenance of the tube-wells.

Sources of Income of the Union Council

10.16 The following were the sources of income of the Union Council:—

- (a) Tax on the annual value of buildings and lands;
- (b) Tax on hearths;
- (c) Lighting rate;
- (d) Drainage rate;
- (e) Rate for the remuneration of the village police;
- (f) Rate for the provision of water-works or the supply of water;
- (g) Tax on professions, trades and callings;
- (h) Tax on cinemas, dramatic and theatrical shows and other entertainments and amusements;
- (i) Tax on animals;
- (j) Tax on vehicles, carriages, carts, bi-cycles and boats; and
- (k) Grants and contributions from the Government and the District Council.

10.17 The average income of the Union Councils was very low. It amounted to Rs.13,400. Some Union Councils had double this income such as the Nowabpur Union Council in Faridpur District had an income of Rs.25,845 in 1966-67, Alipur Union Council in Faridpur District had an income of Rs.36,862 in 1966-67, Chowara Union Council in Comilla District had an income of Rs.42,630, and Rampur Union Council in Dinajpur District had an annual income of Rs.21,757 in 1956-66.

10.18 The reasons for this small income is not far to seek. It is due to the appalling poverty of the overwhelming majority of the people in the rural areas. In each union, 9% of the families do not

pay any tax, 20% of the families pay a tax below Taka 1; 18% of the families pay a tax of Taka 1 to Taka 2; 14% from Taka 2 to Taka 3; 12% from Taka 3 to Taka 4; 9% from Taka 4 to Taka 5; 7% from Taka 5 to Taka 7.50; 5% from Taka 7.50 to Taka 10; 5% from Taka 10 to Taka 20 and the percentage of the families which pay a tax of Taka 20 and above is very negligible. These figures show that the overwhelming majority of our people pay a very nominal tax. They also point out clearly the colossal poverty of the vast majority of our people. The Government grant to the Union Council was also nominal.

10.19 A Union Council was required to spend two-fifths of its income on establishment and three-fifths on other items. Owing to the lack of resources, they were unable to spend more money on developmental activities. The total income of the Union Councils was Tk. 60 million. **The Government of Bangladesh would have to make substantial grants to the Union Parishads.** It is well to remember that over 90% of our people live in the villages. The real concern of the Government for the welfare of the people will be measured by substantial contributions towards the finances of the Union Parishad. The Government must find out this money any how. This would be discussed further in a subsequent part of this chapter.

Relationship between the Union Parishad and the Government.

10.20 The relationship between the Union Parishad and the Government should be more or less the same as it is in the case of the Zilla Parishad and the Government. It would be discussed in the later part of the chapter.

Thana Parishad

10.21 As a Thana would be an administrative unit immediately above a Union, there would have to be a Thana Parishad in every Thana in accordance with Article 59 (1) of the Constitution so that the Local Government in Thana can be entrusted to an elected body. **Two members from every Union within a Thana not being the Chairman, Vice-Chairman or members of any local body or of the Parliament**

may be elected on the basis of universal adult franchise as members of the Thana Parishad. There is, however, a school of thought which is of the view that there is no need for a directly elected Thana Parishad. A Thana Parishad may consist of the elected Chairmen of the Union Parishads under the Thana and the Chairman and Vice-Chairman be elected by an electoral college consisting of all the members of the Union Parishad in the Thana. This will confer virtually additional privilege on the Chairman of the Union Parishad in the shape of double membership. It is opposed to democracy. It may create a centre of vested interests. This was the practice under the system of "Basic Democracies". Under that system, a Thana Council comprised two categories of members—Chairmen of the Union Councils and official members. The introduction of official members was an imposition of the bureaucratic element on the Thana Councils. It was a negation of democracy. Even if the Thana Parishad is to consist of the Chairmen of the Union Parishads, its authority will not be in the nature of a direct mandate from the people, although it will be possible to avoid the difficulties associated with elections. In that case, the Thana Parishad will merely be a Committee, at best a Co-ordinating Committee to co-ordinate the activities of the Union Parishad. This seems to be contrary to the provisions of the Constitution. We are of the view that the members of the Thana Parishad should be directly elected in accordance with the provisions of the Constitution.

Chairman and Vice-Chairman of the Thana Parishad

10.22 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.

Functions of the Thana Parishad

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

10.24 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 Thana Parishad should have a Secretary. He should look after the management of the office of the Thana Parishad. This post may be placed in Grade VI. 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. He should be an officer trained in management. His main function should be to see that the direction of the Thana Parishad to the various heads of the Department working under its general control and supervision are carried out properly and expeditiously. The post may be placed in Grade V.

Committee System of Work in the Thana Parishad

10.25 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. These committees and sub-committees may perform such functions as may be necessary. The relevant employees should also be the members of the relevant committees. A Thana Parishad may form any of the following committees: (i) Finance Committee; (ii) Agricultural Development Committee, (iii) Works Committee, (iv) Water Supply and Epidemic Control Committee, (v) Cottage Industries Committee, (vi) Education Committee, (vii) Tender Committee, and (viii) Law and Order Committee. The committees may be of different types: statutory and optional, standing and *ad-hoc* committees.

10.26 The committees are usually used for two separate, though interlocking purposes. A committee may examine a matter, thrash it out in detailed discussion and be able to make to the parent bodies a recommendation that is based on a more careful and prolonged

examination that could not be made in a meeting of the parent body. Second, a committee may be asked to carry out a particular project in the sense that it supervises it and see to its successful completion.

10.27 In addition to the above usual advantages, **the committees of a Thana Parishad should be utilised to ensure effective co-ordination between the works 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. An important committee that may be constituted is indicated below.

10.28 **Agricultural Development Committee :** The Committee may consist of the Chairman of the Thana Parishad as ex-officio Chairman, three or four members to be nominated by the Thana Parishad and a member from each Union Parishad. The Thana Agriculture Officer should act as Member-Secretary. It may co-opt one or two members having interest in agriculture. The following may be the functions of the Agricultural Development Committee :—

- (a) Preparation and implementation of plans and programmes;
- (b) Co-ordination of developmental activities at the union level;
- (c) Procurement and distribution of agricultural implements, fertiliser, etc;
- (d) Training of farmers;
- (e) Tree plantation; and
- (f) Submission of monthly report of its activities.

This may be true of other committees as well.

Income of the Thana Parishad

10.29 **The Thana Parishad should have some independent sources of income.** The Government should set-up a committee to examine the financial conditions of the local bodies at all levels. The committee should be asked to suggest the possible sources of the income of the Thana Parishad. There may be common sources of income for all the local bodies to be collected by a single authority and the

amount realised may be divided among the three bodies on an agreed principle. Besides, there should be substantial grants from the Government. This would be further discussed in the later part of this chapter.

Thana Development Administration

10.30 - A Thana Parishad should be responsible for all the developmental activities within the Thana. In accordance with clause 2(c) of Article 59 of the Constitution, a Thana Parishad should be responsible for "the preparation of the plans relating to public services and economic development and the direction and supervision of the implementation of such plans". This is a clear constitutional obligation imposed on the Thana Parishad. In this regard a Thana Parishad should co-ordinate the activities of all the Union Parishads within the Thana. It should formulate and recommend to the Government development schemes of importance to the Thana; review the progress of the various branches of administration, development (and regulatory) in the Thana; consider the local problems of importance to the Thana in all branches of administration and make suggestions for development, improvement and general advancement.

10.31 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. Presently at thana level, most of the development Departments have their Extension Officers. The following is an illustrative list of such officers required at thana level:—

- (i) Agriculture;
- (ii) Rural Engineering;
- (iii) Animal Husbandry;
- (iv) Health and Rural Sanitation;
- (v) Education and Social Education;
- (vi) Industries, Arts and Crafts;
- (vii) Co-operatives;
- (viii) Fisheries;

(ix) Communication and Public works; and

(x) Family Planning.

10.32 We have already stated that there should be union level Assistants who should be multi-purpose extension workers, with primary emphasis on agriculture and serve as the link between the development Departments and the village communities. Each union level Assistant is supposed to have the charge of 10 villages. The Union Assistants should receive technical support from the Extension Officers. The union level Assistants should be under the supervision and control of the Union Parishad.

10.33 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.

10.34 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.

10.35 In addition to the above common duties and functions, each Extension Officer will have specific duties relating to his speciality.

10.36 The recruitment, training and deployment of the Extension Officers should be the responsibility of their respective parent Departments.

Thana Development Officer

10.37 We have already recommended that there should be a Thana Development Officer in every Thana to co-ordinate the activities of officials engaged in Development Administration in a Thana under the overall guidance and supervision of the Chairman of the Thana Parishad. **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.

10.38 We have already recommended that the Thana Development Officers should be in Grade V. Due to the shortage of officers, to begin with, the services of Circle Officers (Development), who are in Grade VI, may be utilised as the Thana Development Officers in the Thanas where no Extension Officers of Grade V may be available initially.

Co-ordination of Rural Development

10.39 Bangladesh being predominantly a rural area, most of the development projects undertaken will aim at the rural development and amelioration of the conditions of the rural people. It has been appreciated that the problems of the rural people are interlinked and have to be tackled in a comprehensive manner and not by the unconnected individual efforts of the various Departments. At the same time, the problems of the rural area are of such a vast magnitude that it is not possible for the Departments alone to handle these. The people would have to be encouraged, trained and assisted to help themselves. This realisation has led to the adoption of the "Integrated Rural Development Programme (I.R.D.P.)". It has been a new experiment in Rural Development Administration. The administrative experiment was started under the auspices of the Academy for Rural Development of Comilla. Here the techniques were evolved and the experiment became popularly known as the "Comilla approach". The experiment was started in 1959 and after four years of experimentation, the system was thought to be a success and it was extended to three other Thanas—Natore in Rajshahi District, Gaibandha in Rangpur District and Gauripur in Mymensingh District. Continued success in Comilla and favourable conclusion of test in other Thanas gave rise to the expectation that the new system would be successful in other Thanas as well. Thereafter, a large-scale trial covering an entire District was aimed at and accordingly it was decided in the year 1965 to extend the scheme to all the Thanas of the Comilla District. The Government has since decided to extend the scheme to cover all the Thanas of the country.

10.40 The procedural requirements of the programme are that facilities for training the villagers have to be made. Certain physical

infra-structures have to be built and that supplies and services as required by the villagers have to be made available. The programme consequently aim at utilising three mutually supporting components-- the Thana Councils, the Village Co-operative Societies, functioning under a Thana Co-operative Association and the Thana Training and Development Centre.

10.41 The programme has given rise to considerable controversies. The other Departments have considered it a lavish duplication of their efforts and the possibility of their replacement by it or their absorption in it and have consequently felt rather unhappy about it. On the other hand, the programme has been defended explaining that it aims at the creation of certain infra-structure so that the individual Departments can perform their functions in a better way and their efforts can be integrated towards quick and effective rural development through active participation of the villagers themselves.

10.42 The controversies are expected to be set at rest once the entire programme is transferred to the Local Government. Once the Zilla, Thana and Union Parishads as envisaged in the Constitution come into being, the programme cannot continue in its present form without diluting the authority and initiative of the local councils. On transfer of the programme 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.

Zilla Parishad

10.43 The Zilla Parishad which we envisage would 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 lakh, say one member for every 40,000 of population; but that is merely indicative and what is really important is that there should be representation of all important sections of the people both in relation to area as well as to the general economy of the District. The Constitution of the People's Republic of Bangladesh provides an elected council in every administrative unit. Article 59 of the Constitution lays down; "Local Government in every administrative unit of the Republic shall be entrusted to bodies composed of persons elected in accordance with law". The Zilla Parishad would be the most important organ of the Local Government in the District. The Zilla Parishad, it is better to remember, would not be a legislature like the Parliament nor would it provide anything in the nature of a cabinet like the National Cabinet.

10.44 The Zilla Parishad would carry out responsibilities through a system of committees. The essence of the method of the Local Government is to be found in the committees. The Zilla Parishad should be permitted or in some cases as required by law, to set up committees for the purpose of administering various services. Thus, there may be a Public Health Committee, a Law and Order Committee, an Education Committee, a Finance Committee, a Development Committee, a Children's Welfare Committee and so forth. Every member of the Parishad should serve on one or more committees and several sub-committees. 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 committee and sub-committees by 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. The reports of each committee should go to the full Parishad, where the recommendations can be discussed and, if necessary, rejected or referred back for further consideration.

Chairman and Vice-Chairman of the Zilla Parishad

10.45 The Chairman and the Vice-Chairman of the Zilla Parishad should ideally be elected directly on the basis of universal adult franchise. This would have strengthened their position. It would have also ensured free and fair election as it would not be possible to influence such a vast electorate by methods other than democratic. But this direct method of election would present almost insurmountable difficulties. Direct election will involve the entire District and hence a vast constituency. It will involve huge finance. It will be much bigger than the constituency of a member of the Parliament. The Chairman and the Vice-Chairman might also be elected by the elected members of the Zilla Parishad. The past experiences in many cases showed that it led to induce wire-pulling and malpractices in the district politics. We therefore do not recommend this. The alternative and more practical method would be to elect the Chairman and the Vice-Chairman of the Zilla Parishad 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 privileges 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 Chairman or Vice-Chairman or a member of any other local body or of the Parliament.

10.46 We think that 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. He should have the powers to carry on all acts necessary for the due discharge of the functions of the Parishad to be prescribed in details by law. He should also be responsible for the day-to-day administration of the affairs of the Zilla Parishad. He would be the Chairman of the most of the important committees such as the Law and Order Committee, Development Committee, Communication Committee, Finance Committee, Education Committee and the

Co-ordination Committee. The functions of the Chairman should be laid down in detail by law.

10.47 Under the system of "Basic Democracies", the Deputy Commissioner was the Chairman of the District Council. He was also the Chief Executive of the Council. As things were, the Deputy Commissioner ran the District Council. This was wholly uncongenial to democracy. In British India, the District Magistrate was the Chairman of the District Board from 1855 to 1920. Since 1920, almost all the Chairmen of the District Boards were non-officials. With the Deputy Commissioner as the Chairman of the District Council, the Council has been under the control of a top level bureaucrat in the District. It was nothing but an appendage of the District Administration and therefore undemocratic. The proposed system would and rightly replace the official Chairman by a non-official elected Chairman. This would be in conformity with democratic principle and practice and remove the difficulties of the District Administration already discussed.

10.48 The Vice-Chairman of the Zilla Parishad will 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.

Functions of the Zilla Parishad

10.49. The broad principle on the basis of which the functions are devolved from the National Government to the Local Government has already been discussed. It may broadly be said that problem which affect a particular District may be administered by the people of that District. These may be called intra-district problems:

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

Role of the Zilla Parishad

10.51 Clause (2) (a) of Article 59 of the Constitution imposes very important and wide responsibilities on the Zilla Parishad—"the direction and co-ordination of administration and of the work of

public officers" working in the District. 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. This transfers to the Zilla Parishad the supervisory control over many of the district officers so long exercised by the Deputy Commissioner. The word "Co-ordination" has a definite connotation. Co-ordination is a process causing disjunct elements to a concentration on complex of forces and influences which cause the mutually independent elements to act together. Co-ordination has both a functional aspect as well as a structural aspect. Functionally, it is a process that co-ordinates the individual duties assigned by work division to a certain number of persons, or to a certain number of organisational units in such a manner that the work performed by each person or unit is striving in the same direction, namely towards the administrative goal fixed in advance. The structural aspect appears when the institutionalisation of the division of work has manifested itself in the establishment of a series of organisational units, the superior, subordinate or collateral authority of which must be laid down in a formal system of authority.

10.52 In short, the Zilla Parishad should be responsible for directing and co-ordinating the various organisational units into which the District Administration is divided and also for directing and co-ordinating the work of the officials who are in charge of the organisational units. It will lead to the expeditious disposal of business and will enable the Zilla Parishad to realise the goals it has set before itself.

10.53 There may be a Co-ordination Committee to deal with the developmental activities. The Chairman of the Zilla Parishad should preside over it and besides the Chairman, it should consist of about 5 members of the Parishad and the heads of the development Departments. Its report should be submitted to the Parishad.

Officers of the Zilla Parishad

10.54 All the officers of the Nation Building Departments whose functions would be transferred to the Zilla Parishad while working in

the District should be working, as already noted above, under the overall direction, control, supervision and co-ordination of the Zilla Parishad. 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. The Secretary to the Parishad should be responsible for all work in connection with the meetings of the Parishad. The Finance Officer should look after the finances of the Parishad including the preparation of the budget. The Chief Executive Officer should be the principal staff officer to the Chairman of the Parishad and his main duty should be to see that the directions of the Parishad to the Heads of the Departments working under its control and supervision are carried out properly and in due time. He should have powers, on behalf of the Parishad, to co-ordinate the activities of all officers posted in a District. The Chief Executive Officers should also be the channel through which the policy decisions and general instructions should be communicated to the different departmental officers from the Government, 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. The method may be by procuring periodical reports from each Department and Parishad to be placed before the appropriate committees. Among his other duties would be the control of the personnel engaged by and working directly under the Zilla Parishad. The post of the Chief Executive Officer may be in Grade III and the posts of Secretary and Finance Officer may be in Grade IV.

Local Government Service

10.55 One of the main weaknesses of the system of the Local Government in the sub-continent had been the lack of duly constituted Local Government Services recruited and trained to carry on the work of the local bodies. From the point of view of the autonomy of the local bodies and of their proper growth and development, the bodies should have full control over their employees. Ideally, the appointment and dismissal of the officials of the Zilla Parishad should

be within the control of the Parishad. The key note of a democratic Local Government is the subordination of the paid officials to the wishes of the Parishad and its committees. But, it may not be possible to realise this ideal all at once. The Zilla Parishad does not have the resources to attract the recruits of the right calibre. Hence, they will have to be recruited by the National Government on a national basis and be deputed to work under the Zilla Parishad. The position may be analogous to what was the case with the officers of the former All-Pakistan and Central Services deputed to work under the former Provincial Government. This would mean that the **National Government should be responsible for recruitment, training and inter-district deployment of these officers. The Zilla Parishad 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 to the Parishad from the National Government. The same should be the case of the employees working under the Thana Parishad and the Union Parishad.**

10.56 The problem of integrating the existing local council employees in the National Grades is there. These employees had lower qualification and lower scales of pay as compared to their counterparts performing comparable duties and responsibilities in the Government service. **A small committee may be appointed to examine the problem and recommend formula for integrating the local council employees in the Ten National Grades. The formula should be based on job requirement, i.e., qualifications and duties and responsibilities attached to the posts. Earlier the scales of pay of the employees of the local councils were determined by the local bodies according to their resources. 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.**

Finances of the District Councils

10.57 The financial resources of the District Councils were quite inadequate. Their power of taxation was also limited. The average income of a District Council in 1960-61 was Rs.14,63,000 and the expenditure was Rs.15,02,000. The following table indicates the income of the District Councils excluding the grants made by the Government under Works Programmes¹:—

District Council.	1964-65 Actual. 2	1966-67 Actual. 3	1967-68 Revised Estimate. 4	1968-69 Budget Estimate. 5
Dacca	22,04,000	62,38,481	72,06,000	40,41,400
Mymensingh	77,40,520	82,18,920	1,14,19,213	67,93,061
Faridpur	45,25,915	35,25,797	31,64,946	21,54,205
Chittagong	15,95,400	15,08,406	27,46,709	20,43,560
Chittagong Hill Tracts	92,932	80,689	88,189	93,449
Noakhali	14,48,839	18,87,037	20,69,306	17,17,445
Comilla	14,86,270	20,70,000	33,66,075	20,91,699
Sylhet	22,90,650	26,04,804	39,10,965	39,10,965
Rajshahi	23,79,520	65,40,226	68,21,032	35,94,921
Rangpur	38,96,330	22,03,125	26,49,696	18,73,983
Dinajpur	28,08,400	25,98,193	27,82,185	14,68,413
Bogra	13,02,391	14,26,180	13,02,391	11,11,691
Pabna	12,23,754	10,24,806	13,99,099	13,80,526
Jessore	22,62,258	20,77,077	23,44,250	13,99,599
Kushtia	12,44,896	20,45,190	24,66,135	21,00,880
Khulna	14,41,475	28,75,943	30,46,124	15,64,724
Bakerganj	23,11,000	45,38,543	26,29,519	26,25,000
Total	4,02,54,541	5,14,63,417	5,94,11,834	4,01,65,121

¹ Chaudhuri, Dr. M. A.—Rural Government in East Pakistan, (Puthigar Ltd. 1969), page 250.

Sources of Income of the District Councils

10.58 The District Councils derived the bulk of their income from three main sources—local rate, taxes and Government grants. The following table will indicate the income of the District Councils from various sources:—

Sources of income	1964-65	1966-67	1967-68	1968-69
Local rate ²	59,84,914	68,66,085	60,42,979	69,58,202
Tax on immovable property ³	59,39,400	96,26,393	1,01,36,883	98,73,750
Other sources : rents, profits, fees, interest, miscellaneous. ⁴	76,37,048	68,71,473	99,09,567	73,28,787
Government grants ⁵	87,21,617	99,95,245	1,09,84,774	1,14,84,075

These figures are enough to indicate the meagreness of the income of the District Councils. The sources of their income were inelastic. The total income of the District Councils had been in the neighbourhood of Taka 50 million a year. They were unable to expand the scope of their activities because of the shortage of funds. **If the Zilla Parishad and other local bodies are to perform their functions adequately, steps will have to be taken to augment their income.** This will be discussed in the following paragraphs.

Augmentation of the Income of the Local Bodies

10.59 The extensive powers and responsibility that are proposed for the local bodies will require commensurate augmentation in their income. The development projects and programmes that would be transferred to the local bodies by the National Government should not pose any additional problems so far as their execution is concerned. **The necessary funds for the execution of these programmes and projects, as has already been recommended, should be**

² Chaudhuri, Dr. M. A.—Rural Government in East Pakistan, (Puthigar Ltd. 1969), page 251.

³ Ibid, page 252.

⁴ Ibid, page 254.

⁵ Ibid, page 253.

made available to the local bodies as development grants by the Government in addition to the fund as establishment grants necessary to pay the officers deputed to the local bodies.

10.60 As at present, 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 following items:—

- (1) Tax on the annual value of buildings and lands or a union rate to be levied in the prescribed manner;
- (2) Tax on lands not subject to local rate;
- (3) Tax on hearths;
- (4) Tax on the transfer of immovable property;
- (5) Tax on the import of goods for consumption, use or sale in a local area;
- (6) Tax on the export of goods from a local area;
- (7) Tax on professions, trades and callings;
- (8) Tax on births, marriages and feasts;
- (9) Tax on advertisements;
- (10) Tax on cinemās, dramatic and theatrical shows and other entertainments and amusements;
- (11) Tax on animals;
- (12) Tax on vehicles (other than motor vehicles), including carts and bicycles and all kinds of boats;
- (13) Tolls on roads, bridges and ferries;
- (14) Lighting rate;
- (15) Drainage rate;
- (16) Rate for the remuneration of village police;
- (17) Rate for the execution of any works of public utility;
- (18) Conservancy rate;

- (19) Rate for the provision of water works or the supply of water;
- (20) Fees on applications for the execution and re-erection of buildings;
- (22) Fees for the use of benefits derived from any works of public utility maintained by a local council;
- (23) Fees at fairs, agricultural shows, industrial exhibitions, tournaments and other public gatherings;
- (24) Fees for markets;
- (25) Fees for licences, sanctions and permits granted by a local council;
- (26) Fees for specific services rendered by a local council;
- (27) Fees for the slaughtering of animals;
- (28) Any 'other' tax which the Government is empowered to levy by law; and
- (29) A special community tax on the adult males for the construction of any public work of general utility for the inhabitants of the local area concerned unless the local council concerned exempts any person in lieu of doing voluntary labour or having it done on his behalf.

10.61 In addition, the local bodies should have following additional sources of income :—

(i) Hats, bazars and other sairat mahals including closed fisheries within the jurisdiction of a local body should be transferred to it. Sairat mahals yielding annual income of Taka 1,000 or below may be transferred to the Union Parishad and those having higher income may be transferred to the Zilla Parishad and the Municipalities;

(ii) A levy of 25 paise may be made on every bulb used for illumination in weddings, feasts and other private functions. The collection from this levy may go to the Municipalities and Union Parishads;

may be made on every guest beyond five entertained with rice or rice products or wheat or wheat products in any function. The proceeds of this levy may go to the Municipalities and the Union Parishads;

(iv) The collections from agricultural income tax may be transferred to the Zilla Parishad;

(v) The collections from urban immovable property tax may be transferred to the Municipalities;

(vi) Private ownership of cinema halls may be abolished and these may all be owned by the local bodies. Consequent to these amusement tax may be reduced or abolished altogether;

(vii) The proceeds of road tax may be apportioned equitably among the Government, the Zilla Parishads and the Municipalities instead of entire proceeds going to the Government;

(viii) Advertisements may be taxed more heavily than the present practice of charging at the rate of 5% of the amount charged on advertisement in newspapers, hoardings, etc. In addition, the Municipalities should offer illuminated advertisement spaces in lightposts, public buildings, etc.;

(ix) The local rate may be enhanced on a sliding scale. It may be $12\frac{1}{2}\%$ of rent as at present for land holding up to 5 bighas. The rate may be increased by 2% of rent for every additional bigha of land holding up to 50 bighas and by 3% for every additional bighas of land beyond 50 bighas; and

(x) In Dacca, Chittagong and Khulna, the Municipalities may arrange car parks on rental basis. Rent should also be charged by the Municipalities in these places for roadside car parking.

10.62 The Thana Parishad may not have any direct power of taxing. Provision may be made for statutory allocation from out of the incomes of the Zilla Parishad for meeting the revenue expenses of the Thana Parishads. The Government has already allowed the Thana Parishad to have 1/3 of the collection made from the hats and bazars within its area.

10.63 When the same source is taxed both by the local bodies and the Government, the collection should be made by the National Government and the proceeds shared statutorily. We have already suggested in para 10.29 that the Government should set up a committee to examine the financial condition of the local bodies at all levels and suggest measures for the betterment of the same. We have also suggested that when a common source of income is taxed by more than one local body, the collection may be made by a single authority and the proceeds divided on an agreed basis.

Municipalities

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

10.65 We do not envisage any major change in the functions and responsibilities of the Municipalities excepting that these bodies should assume responsibilities of town planning as indicated in Appendix VIII. The Dacca Paurashava 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. The Dacca Water Supply and Sewerage Authority should consequently be abolished and its functions transferred to the Corporation. The possibility of the Power Development Board

generating power and distributing the same to the consumers in the City as agents of the Corporation and charging it at bulk rate may be explored. The Corporation may then have the responsibility of billing and realising the charge from the individual consumers. There would thus be only one billing and collecting agency in the City for the municipal taxes, electricity, water supply and sewerage charges. It would enable timely billing and speedy realisation and thereby wiping out huge arrears in this regard. In a single visit to a holding, a bill clerk may prepare the bills for all the charges. Similarly, default in the payment of one of the charges may, if necessary, be taken to be default in the payment of all the charges resulting in the disconnection of both water and electric supply thereby ensuring timely payment. This billing arrangement will be discussed further in Part IV of the Report.

Removal of Chairman, Vice-Chairman and Members of the Local Bodies

10.66 The local authorities would be executive bodies. It is not unlikely that in their actual operation, individual Chairman, Vice-Chairman or a member of a local body may misuse his powers or degenerate into corruption. It is, therefore, necessary that there should be a procedure for his suspension and removal from office. As he happens to be a popularly elected person, the final say in this matter should be with his electors. Keeping this in view, we are suggesting the procedure for his suspension and removal. **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. In the said re-election, the person suspended should automatically become a candidate unless he himself withdraws his candidature. If he is re-elected, all charges against him would automatically be dropped. In the event of the suspension of the Chairman, the Vice-Chairman should act as the Chairman till such time a Chairman is re-elected. In such an event in the case of a Vice-Chairman, the members of the Parishad concerned should elect a person from amongst themselves to carry on the duties and functions of the Chairman during his casual absence. If, however, the unexpired period of the person suspended is less than six months, no re-election may be held and the stop gap arrangement, referred to above may be made till fresh general elections are held and a new Parishad takes over.

10.67 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 from the date of such vacation of position if the unexpired term happens to be six months or more. If a dispute arises as to whether a Chairman or a Vice-Chairman or a member of the Parishad or 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.

Relations between the National Government and the Local Bodies

10.68 The ties connecting the Local Government with the National Government are: (i) the Constitution; (ii) the power of the Parliament to pass those Acts which it desires to be administered by

the local authorities; (iii) the interpretation which may be put on those Acts by the courts; (iv) the grant-in-aid; and (v) the supervision exercised by those Departments which are charged with the duty of securing the efficient functioning of services for which their Ministers have been made responsible by the Parliament.

10.69 **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.** Education, housing, communication, public health, agricultural development, etc., cannot be raised to high level without the imposition of national minimum standards by the central Departments, enforced largely through the persuasive power of the purse.

10.70 A number of other methods may also be used. Among these may be mentioned : the approval by the National Government of local ordinance or by-laws as they are called; the sanction required before a local authority can raise money by loans; the exercise by the Ministers and the Administrative Tribunals of judicial powers in certain matters where local authorities are concerned; the requirement that local authorities should submit development schemes for approval to the various Ministries and Departments in regard to agriculture, industry, education, public health, communication, housing, town and country planning and various other services; 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 directions in regard to specified matters; and the right to appoint officials to audit the accounts of the local authorities.

General Control and Supervision

10.71 The development of Local Government institutions, specially in the early stages when the traditions would be in the process of being built up, the shape these would take in future, will largely depend on the wise and sympathetic guidance, effective supervision and clear directions the National Government will be in a position to give them. We have stated in the immediately preceding paragraphs in general terms the nature of relationship the local

bodies should have with the National Government. Before we conclude this chapter, we would like to suggest in the following paragraphs, concrete measures for the development of these relations on the right lines.

10.72 Every Ministry, whose functions the local bodies would be carrying on at the local level should set up necessary organisation so that it can adequately advise the local bodies and effectively supervise the activities of its officers transferred to the local bodies. There may also be a House Committee in the Parliament for the periodical review of the working of the local bodies. The Vigilance Commissioners we have proposed in the earlier chapter in place of the present Divisional Commissioners, should also periodically inspect the offices of the Zilla Parishad and submit report to the House Committee through the Ministry of Local Government. Similarly, the Chief Executive Officers and the Deputy Commissioners should periodically inspect the offices of the Thana Parishad and submit their report to the Vigilance Commissioners for onward transmission to the Ministry. The Thana Development Officers should also periodically inspect the offices of the Union Parishad and their reports may be discussed in the Zilla Parishad and also transmitted to the Government. These reports need not be placed before the House Committee unless there are glaring acts of omissions or commissions or outstanding or exemplary performance deserving commendation.

10.73 The accounts of the Zilla Parishad and the Municipalities are audited, at present, both internally and externally. As the Accountant-General is unable to depute wholetime Auditors, it is necessary that the internal audit system is strengthened. We have already recommended that the Zilla Parishad should have wholetime Finance Officers. These officers should also have the responsibility for audit. They should have the right to report to the Government with copy to the Vigilance Commissioners in cases where their advice would be over-ruled by the Chairman. Similar should be the position in respect of the Municipalities, specially the larger ones. The Accounts Officer of the Thana Parishad and the Accountant of

the Union Parishad should prepare quarterly list of cases where their advice has been over-ruled and forward the same to the Chief Executive Officers of the Zilla Parishad. In addition to these arrangements, a separate audit circle in charge of an independent Accountant-General should be created for the regular external audit of the local bodies. The Circle Officer (Development) should be relieved of the responsibility of the audit of the local bodies. This work should be done by the officers of the Accountant-General for the local bodies. In addition to these arrangements, the Vigilance Commissioners, the Chief Executive Officers or the Deputy Commissioners may ask for the special audit of any local body whenever they think it necessary.

10.74 We are generally against the suspension or supersession of any local body. There may, however, be cases where a local body may not be able to perform a function or functions as expected. The Government should, therefore, have powers under the law to issue mandatory directions to the local bodies in such circumstances. In cases of continued failure, the Government may, with the concurrence of the House Committee, withdraw certain function or functions from a local body or a group of local bodies for such period as may be necessary. In extreme cases of continued incompetence, wilful violation of the Government directives or deliberate *mala fide* activities of a local body, it might be necessary to suspend the said local body. In such a case, the Government should issue a notice to the local body asking it to show cause why it should not be placed under suspension. The reasons shown by the local body along with the comments of the Government should be placed before the House Committee of the Parliament. If the House Committee decides that there are reasonable grounds for the suspension of the local body, the case should be placed before the Parliament for decision. If the Parliament decides to suspend the local body, fresh elections may be held to the local body within a period of three months of the decision if the unexpired term of the local body happens to be six months or more. During the period a local body remains under suspension, an Administrator may be appointed by the Government to carry on the duties and functions of the local body.

10.75 Local authorities, it is better to mention, are not independent and sovereign entities, because that would make independent states and take them outside the field of the Local Government. The local authorities are the creations of the National Government through law. Nevertheless, the objects of these and other instruments stated in the above paragraphs are to bring the National and the Local Governments into closer relations with one another—a development which is inevitably called for by the trends of modern economic and social life. The relations between them should resemble a partnership engaged in the endless task of improving the overall conditions of the country. The relationship should resemble a partnership—an integration of effort rather than one of command—subordination.

(MUZAFFAR AHMED CHAUDHURI)

(MOHAMMAD ANISUR RAHMAN)

(MOHAMMAD MAHBUB-UZ-ZAMAN)

SUMMARY OF MAIN RECOMMENDATIONS:

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 Ministers 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 Rakshi 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 phased 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 Divisions 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. (Para 7.22)

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 Expeditionous 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 discussion 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) Personal 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

47. 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 T.V. 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 effort 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)

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 all 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, Custom 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 1,500 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 VIH. (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 10.24)

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)

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)

Role 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' Poutashava 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 directions 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.

APPENDICES

APPENDIX VI
LIST OF PROPOSED MINISTRIES, DIVISIONS, ATTACHED DEPARTMENTS AND SUBORDINATE OFFICES
AND THEIR MAIN BUSINESS
(Vide Para 8.58)

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
1. Ministry of Agriculture and Rural Development.	1. Agriculture Division.	1. Agriculture . 2. Agricultural Marketing. 3. Agricultural Information Service. 4. Agricultural Census (including Livestock Census). 5. F.A.O.	1. Department of Agricultural Extension and Management. 2. Department of Agricultural Research and Education. 3. Department of Agricultural Marketing. 4. Department of Soil Survey. 5. Department of Plant Protection. 6. Office of the Agricultural Information Service. 7. Agricultural Census Organisation. 8. Agricultural Development Corporation. 9. Rice Research Institute. 10. Agricultural Research Board. 11. Bangladesh Ware Housing Corporation. 12. Horticultural Development Board.

2. Rural Development & Co-op. Division.

1. Rural Development.
2. Co-operatives.
3. International Co-operative Union and Alliances.

1. Co-operative Department.
2. Integrated Rural Development Programme (I.R.D.P.)
3. Rural Development Training Institutes.
4. Technical Training—Pilot Project.
5. Bangladesh Academy for Rural Development.

3. Forest, Fisheries and Livestock Division.

1. Forest.
2. Fisheries.
3. Livestock.
4. Zoological Survey.

1. Department of Forest.
2. Department of Fisheries.
3. Department of Livestock Services.
4. Fisheries Development Corporation.
5. Livestock Development Corporation (To be set up).
6. Office of the Zoological Survey of Bangladesh.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
2. Ministry of Cabinet Affairs.	1. Administrative Management & Reforms Division.	1. Administrative Management & Reforms. 2. O. & M. 3. Census of Civil Employees. 4. Secretariat Instructions. 5. Secretariat Record Room & Library. 6. Administrative Research.	1. Secretariat Record Room. 2. Secretariat Library.
	2. Cabinet Division.	1. Meetings of Cabinet and Cabinet Committees and Progressing of decisions thereof. 2. Terms, Remunerations and Privileges of the President, ¹ Prime Minister & Ministers. 3. Immunity of the President. 4. Intelligence. 5. Defence Co-ordination. 6. Rules of Business.	1. National Economic Council. 2. Department of Govt. Transport. 3. Office of the General Editor, Dist. Gazetteers. 4. Department of Printing and Stationery. 5. Central Furniture Store. 6. Central Despatch Office.

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| 7. Gallantry Awards. | 7. General Administrative Set-up :
Commissioners, Deputy Commis-
sioners, S.D.Os., etc. |
| 8. General Administration. | |
| 9. Toshakhana. | 8. National Bureau of Statistics. |
| 10. Flag Rules and National Anthem. | |
| 11. National Economic Council | |

Minister and Members of the
Council of Ministers.

13. Declaration of War.
14. Government Printing and Stationery.
15. Residuary Common Services.

3. Defence Division

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| 1. Army. | 1. General Headquarters. |
| 2. Navy. | 2. Naval Headquarters. |
| 3. Air Force. | 3. Air Headquarters. |
| 4. Munition Procurement and Production. | 4. Department of Defence Purchase. |
| 5. Defence Research. | 5. Department of Military Lands and Cantonments. |
| 6. Production of Cypher Documents. | 6. Department of Forces Intelligence. |

¹ The status of the President's Secretariat should be analogous to that of a Ministry.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
2. Ministry of Cabinet Affairs (Concl'd.)			7. Inter-Services Co-ordination Board. 8. Inter-Services Public Relations Department. 9. Defence Science Organisation. 10. Ordnance Factory, Gazipur. 11. Armed Services Board. 12. Sena Kalyan Sangstha.
4. Personnel Division.		1. Framing and Interpretation of all Service Rules. 3. Co-ordination of Recruitment and Promotion to all Grades. 4. Warrant of Precedence. 5. Discipline and Anti-Corruption.	1. Bangladesh Public Service (First) Commission. 2. Bangladesh Public Service (Second) Commission. 3. Staff Welfare Organisation. 4. Board of Management, Bangladesh Govt. Servants' Benevolent Fund. 5. Board of Trustees, Bangladesh Govt. Servants Group Insurance Trust. 6. Department of Anti-Corruption.

6. Rights and Privileges of Government Servants.
7. Selection Boards and Departmental Promotion Committees.
8. Staff Welfare including Group Insurance and Benevolent Fund.
9. Training of Officers and Staff in Bangladesh and abroad.
7. National Academy of Administration (To be set up).
8. National Institute of Public Administration (NIPA).
- Bangladesh Administrative Staff College (To be set up).

5. Prime Minister's Secretariat.

1. Ganabhaban Affairs.
2. Prime Minister's Relief Fund.
3. Prime Minister's Engagements including Tours.
4. Receipt of Files from different Ministries for orders of the Prime Minister and return of the same.
5. Jatiyo Rakkhi Bahini Affairs.
6. Prime Minister's Inspection and Vigilance.
7. Co-ordination for External Assistance for Relief and Rehabilitation.
1. Department of Jatiyo Rakkhi Bahini.
2. Prime Minister's Vigilance and Inspection Bureau.
3. Emergency Operation Cell.
4. Office of the Secretary, Co-ordination Division for External Assistance for Relief and Rehabilitation.
5. Department of National Security Intelligence.
6. Special Police Establishment.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
3. Ministry of Communication and Transport.	1. Civil Aviation Division.	1. Civil Aviation. 2. Air Port Development. 3. I.C.A.O.	1. Department of Civil Aviation (including the Flying Club). 2. Bangladesh Biman. 3. Air Port Development Agency.
	2. Inland Water Transport, Ports & Shipping Division.	1. Inland Waterways. 2. Inland Water Transport. 3. Ports, Navigation and Shipping. 4. Admiralty Jurisdictions. 5. Mercantile Marine. 6. Hajj Affairs.	1. Mercantile Marine Department. 2. Office of the Special Officer, Marine Accident. 3. Office of the Engineer and Ship Surveyor and Registrar of Inland Shipping, Dacca. 4. Office of the Engineer and Ship Surveyor, Narayanganj. 5. Department of Navigation. 6. Inland Water Transport Authority. 7. Inland Water Transport Corporation. 8. Bangladesh Shipping Corporation. 9. Department of Ports and Shipping. 10. Chittagong Port Trust. 11. Hajj Office.

364

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| | | 12. Port Directorate, Chalna Anchorage. |
| | | 13. Marine Academy. |
| 3. Post, Telegraph and Telephone Division. | 1. Post, Telegraph and Telephone;
2. Postal Life Insurance.
3. Postal Savings.
4. UPU, ITU and other International Organisations. | 1. Department of Post Offices.
2. Department of Telegraph and Telephone.
3. Telephone Industries Corporation.
4. Cable Industries of Bangladesh. |
| 4. Railways Division. | 1. Railways. | 1. Department of Railways. |
| 5. Roads, Highways & Road Transport Division. | 1. Roads and Highways.
2. Road Transport.
3. Promotion of Transport Co-operatives. | 1. Department of Roads and Highways.
2. Bangladesh Road Transport Corporation.
3. Office of the Superintendent, Road Transport Maintenance.
4. Office of the Secretary, Bangladesh Transport Authority.
5. Office of the Transport Planning Group (Temporary). |
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Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
4. Ministry of Education.	1. Cultural Affairs & Sports Division.	1. National Culture.	1. Bangla Academy.
		2. Cultural Relations with other Countries.	2. Islamic Academy.
		3. Pride of performances.	3. Museums.
		4. Boy Scouts and Girl Guides.	4. Shilpakala Academy.
		5. Promotion of Sports.	5. Department of Sports and Physical Education.
		6. Archives.	6. Bangladesh Sports Control Board.
		7. Archaeology.	7. Department of Archives and Library.
		8. UNESCO.	8. Department of Archaeology.
	2. Education Division.	1. General Education.	1. Department of Public Instructions (including Residential Model Schools and erstwhile Central Govt. Schools).
		2. Scientific and Technical Education.	2. Department of Technical Education.
		3. Adult Education.	3. Intermediate and Secondary Education Boards, Dacca, Jessore, Comilla and Rajshahi.
		4. Teachers' Training.	4. Technical Education Board.
		5. Copyright.	

5. Madrasah Education Board.
6. Cadet Colleges.
7. Universities of Dacca, Rajshahi, Chittagong and Jahangirnagar.
8. Agricultural University, Mymensingh.
9. University of Engineering and Technology.
10. University Grants Commission.
11. Inter-University Board.
12. Bangladesh School Text Book Board.
13. Registrar of Copyrights.

Scientific and
Technological
Research Division.

1. Scientific and Technological Research.

1. Council of Scientific and Industrial Research (Science Laboratory).
2. Museum of Science and Technology.
3. Bangladesh National Scientific and Technical Documentation Centre.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
3. Ministry of Finance.	Administration and Expenditure Control Division.	1. Administration of Finance and Revenue Services. 2. Expenditure Control. 3. Finance Committees.	
	2. Budget Division.	1. National Budget.	
	3. Development Division.	1. Development. 2. Special Financial Institutions	1. House Building Finance Corporation. 2. Bangladesh Shilpa Bank. 3. Bangladesh Shilpa Rin Sangstha. 4. Agricultural Development Bank.
	4. External Finance Division.	1. External Aids and Loans. 2. Foreign Exchange Resources Allocation. 3. Exchange Control. 4. Technical Assistance. 5. Matters pertaining to International Economic Organisations.	

5. Internal Finance Division.

1. Internal Finance:

- (a) Banking, Currency and Coinage.
- (b) Monetary and Fiscal Policy.
- (c) Public Debt.
- (d) Audit.
- (e) Security Printing.

2. Regulation :

- (a) Remuneration of Govt. Servants.
- (b) Provident Fund.
- (c) Pension and Retirement Benefits.

3. Capital Issues & Stock Exchanges.

4. Cost Accountancy and Chartered Accountancy.

5. Stamps.

6. Administration of Banking and Financial Credit Organisations.

1. National Board of Revenue with four Members for—(i) Income Tax, (ii) Customs, (iii) Excise and (iv) Administration.

2. Office of the Accountant-General (including Commercial Audit and Local Govt. Cell).

3. Office of the Controller of Military Accounts.

4. Office of the Comptroller of Post, Telegraph and Telephone Accounts.

5. Department of National Savings.

6. Office of the Director of Audit and Accounts (Works & WAPDA).

7. Office of the Deputy Director of Audit, Defence Services.

8. Office of the Joint Director of Commercial Audit.

9. Collectorate of Sea Customs.

10. Collectorate of Central Excise and Land Customs (North and South Zones).

11. Office of the Controller of Valuation (Customs).

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
5. Ministry of Finance (Concl'd.)			12. Office of the Commissioner Income-Tax (Dacca and Chittagong Zones). 13. Department of Customs, Intelligence and Investigation. 14. Office of the Controller of Estate Duty. 15. Office of the Controller of Capital Issues. 16. Office of the Comptroller and Auditor-General. 17. Bangladesh Bank. 18. Sonali, Rupali, Agrani, Janata, Pubali and Uttara Banks. 19. Institute of Cost Accountancy. 20. Institute of Chartered Accountancy. 21. Institute of Industrial Accounts. 22. Security Printing Press (To be Set up). 23. Department of Taxation & Excise.

6. Ministry of Food 1. Food Division

1. Import and Export of Food-stuff.
2. Internal Procurement, Distribution and Rationing.
3. Movement and Storage.
4. Inspection & Control.
5. F.A.O.

1. Department of Procurement, Distribution and Rationing.
2. Department of Movement and Storage.
3. Department of Accounts (Food).
4. Department of External Procurement, Inspection and Control and Training (Food).
5. Department of Silos.

N.B.—If a Food Corporation is created, the Departments should be merged with it.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
7. Ministry of Foreign Affairs.	1. Foreign Affairs Division.	1. Political Affairs. 2. International Relations. 3. Protocol. 4. Security and operation of Cypher Traffic. 5. Administration of Foreign Service.	1. Missions abroad. 2. Cypher Bureau.

8. Ministry of Foreign Trade, Commerce and Civil Supplies.

1. Commerce and Civil Supplies Division.

1. Internal Trade.
2. Forward Trading.
3. Chambers of Commerce.
4. Partnership and Company Laws.
5. Insurance.
6. Commercial Monopolies, Combines and Trusts.
7. Distribution of Imported Commodities.
8. Civil Supplies

2. Foreign Trade Division.

1. Foreign Trade.
2. International Trade Organisations.
3. Tariff.
4. Tourism.

1. Department of Commerce.
2. Office of the Registrar of Joint Stock Companies and Firms.
3. Office of the Controller of Insurance.
4. General Insurance Corporation.
5. Life Insurance Corporation.
6. Enemy Property Management Board.
7. National Board for Abandoned Property.
8. Bangladesh Consumer Supplies Corporation.
1. Office of the Chief Controller of Imports and Exports.
2. Trade Offices abroad.
3. Export Promotion Bureau.
4. Department of Supplies and Inspection.
5. Department of Coal.
6. Trading Corporation of Bangladesh.
7. Bangladesh Tea Board.
8. Bangladesh Tobacco Board.
9. Tariff Commission.
10. Bangladesh Tourist Development Corporation.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies, etc.
1	2	3	
9. Ministry of Home Affairs.	Home Affairs Division.	1. Law and Order. 2. Police. 3. Interpol. 4. Border Security Force and Para-Militia. 5. Preventive Detention. 6. Domicile, Citizenship and Naturalisation. 7. Immigration and Passport including Special Passport for India. 8. Censorship. 9. Externment, Extradition, Repatriation and Pilgrimage. 10. Civil Defence. 11. Prisons. 12. Anti-Smuggling. 13. Fire Service. 14. Population Census.	1. Department of Police. 2. Department of Prisons. 3. Department of Civil Defence, (including Civil Defence Academy). 4. Department of Immigration and Passports. 5. War Crimes Intelligence Agency (Temporary). 6. Bangladesh Rifles. 7. Department of Ansars. 8. Census Organisation. 9. Department of Fire Service.

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| 10. Ministry of Industries. | 1. Industries Division (including the Fuel Wing). | 1. Planning and Development of Industries including Cottage Industries.
2. Industrial Statistics.
3. Promotion of Foreign Investment.
4. Patents, Designs, Trade Marks, Inventions, Testing and Standards.
5. Weights and Measures.
6. Explosives.
7. Control of Prices.
8. Procurement, Pricing and Distribution of Petroleum, Oils and Lubricants.
9. Inspection of Industrial Establishments. | 1. Department of Industries.
2. Department of Investment Promotion.
3. Inspectorate of Explosives, Dacca.
4. Central Testing Laboratory.
5. Bangladesh Industrial Technical Assistance Centre.
6. Bangladesh Standard Institute.
7. Office of the Textile Adviser, Chittagong.
8. Swedish Institute of Technology
9. Office of the Chief Inspector of Boilers, Bangladesh.
10. Office of Patents, Design and Trade Marks.
11. Investment Advisory Centre of Bangladesh.
12. Bangladesh Small Industries Corporation.
13. Bangladesh Forest Industries Development Corporation. |
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2875

Note.—Secretariat Security Organisation is a Cell within the Ministry of Home Affairs.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
10. Ministry of Industries—(Concl.)	2. Nationalised Industries Division.	1. Administration of Nationalised Industries.	1. Bangladesh Cotton Mills Corporation. 2. Bangladesh Sugar Mills Corporation. 3. Bangladesh Steel Mills Corporation. 4. Bangladesh Paper and Board Corporation. 5. Bangladesh Fertiliser, Chemicals and Pharmaceutical Corporation. 6. Bangladesh Engineering and Ship Building Corporation. 7. Bangladesh Mineral, Oil and Gas Corporation. 8. Bangladesh Food and Allied Product Corporation.

11. Ministry of Information and Broadcasting.

1. Information Division.

1. Internal Publicity.
2. External Publicity.
3. Films and Publications.
4. Film Censorship.

1. Press Information Department.
2. Mass Communication Department.
3. Department of Films.
4. Department of Publications.
5. Department of Research and Reference.
6. Board of Film Censors.
7. Bangladesh Film Development Corporation.
8. Office of the Bengali Translator and Registrar of Publications.

2. Radio and Television Division.

1. Administration of Radio and Television.

1. Radio Bangladesh.
2. Bangladesh Television.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
12. Ministry of Jute.		1. Jute Policy. 2. Internal and External Marketing of Jute and Jute Manufactures. 3. Warehousing of Jute. 4. Determination and Control of Prices of Raw Jute and Jute goods and Export Price Checks. 5. Jute Research and Statistics. 6. Jute Industries.	1. Department of Jute. 2. Jute Export Corporation. 3. Jute Trading Corporation. 4. Jute Marketing Corporation. 5. Jute Price Stabilisation Corporation. 6. Bangladesh Central Jute Committee (including Bangladesh Jute Research Institute). 7. Jute Industries Development Centre. 8. Office of the Additional Custodian, Enemy Properties, Jute. 9. Bangladesh Jute Mills Corporation.

13. Ministry of Labour and Social Welfare.

1. Labour Division.

1. Labour Welfare.
2. Manpower and Employment Exchanges.
3. Trade Unions.
4. Administration of Labour Laws.
5. Vocational Training.
6. I.L.O.

1. Department of Labour.

2. Department of Trade Unions.
3. Department of Inspection for Factories and Establishment.
4. Minimum Wages Board.
5. Management Development Centre.
6. Labour Appellate Tribunal.
7. Labour Courts at Dacca, Chittagong, Rajshahi and Khulna.
8. Board of Trustees for Plantation Employees' Provident Fund for Bangladesh.
9. Seamen and Emigration Welfare Department.
10. National Manpower Commission (to be set up).

2. Social Welfare Division.

1. Social Welfare.
2. Urban Community Development.
3. Orphanage.
4. Vagrancy.
5. Youth and Child Welfare.
6. UNICEF, CARE.

1. Department of Social Welfare.

2. National Council of Social Welfare.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
14. Ministry of Land Administration, Land Reforms and Local Govt.	1. Land Administration and Land Reforms Division.	1. Land Revenue Administration. 2. Land Records and Surveys. 3. State Acquisition and Management. 4. Khas Mahal. 5. Court of Wards. 6. State Purchase Operation. 7. Requisition and Acquisition of Land. 8. All Compensation Claims. 9. Public Demand Recovery. 10. Administration of Waqfs. 11. Sairat Mahal including Hats and Bazars. 12. Registration.	1. Department of Land Records and Surveys. 2. Department of Registration. 3. Office of the Controller of Revenue Accounts. 4. Office of the Administrator of Waqfs.
	2. Local Government Division.	1. Administration of Local Government Institutions. 2. Public Health Engineering. 3. Rural Water Supply. 4. Rural Police.	1. Department of Public Health Engineering. 2. Local Government Training and Research Institute.

15. Ministry of Law and Parliamentary Affairs.

1. Law Division.

1. Legal Advice to Ministries.

2. Drafting and Scrutiny of Bills, Ordinances and other Legal Instruments.

3. Administration of Justice.

4. Legal Publications.

5. International Aspects of Judicial and Legal Matters.

6. International Conventions and International Legal Affairs.

7. Government Litigation.

8. Prize Courts.

2. Parliamentary Affairs Division.

Legislation.²

2. Elections.³

3. International Parliamentary Conventions.

1. Supreme Court of Bangladesh (including the High Court and Subordinate District Judges and Munsifs Courts).

2. Administrator-General and Official Trustee.

3. Official Receiver, Supreme Court (High Court Division).

4. Offices of the Attorney-General.

5. Registrar of Money Lenders.

6. Council of Law Reporting.

7. Office of the Special Judges and other Law Officers.

8. Income Tax Appellate Tribunal.

¹ Bangladesh Parliament Secretariat should have a status analogous to that of a Ministry.

³ Bangladesh Election Commission is a Constitutional Body.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
16. Ministry of Natural Resources.	1. Mineral Resources Division.	1. Geological Survey. 2. Development of Natural Resources such as Minerals, Gas and Oil, etc. 3. Survey of Bangladesh. 4. Meteorology.	1. Geological Survey of Bangladesh. 2. Bureau of Mineral Development. 3. Oil and Gas Development Corporation. 4. Bangladesh Mineral Exploration and Development Corporation. 5. Department of Survey of Bangladesh. 6. Department of Meteorology.
	2. Power Division	1. Hydel and Thermal Power. 2. Rural Electricity. 3. Atomic Energy.	1. Bangladesh Power Development Board. 2. Office of Chief Electrical Inspector and Advisor 3. Atomic Energy Commission.
	3. Water and Flood Control Division.	1. Flood Control. 2. Development of Water Resources. 3. Irrigation.	1. Department of Irrigation. 2. Bangladesh Water Development Board.

17. Ministry of Planning.

1. External Resources Division.

1. Mobilization and Utilization of External Finance and Technical Assistance

2. Maintenance of Foreign Economic Relations.

2. Planning Commission.

1. National Planning.

1. Planning Commission.

2. Progressing and Project Evaluation.

2. Office of the Chief Transport Survey (Temporary).

3. Bangladesh Institute of Development Economics.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
18. Ministry of Public Health and Population Control.	1. Population Control and Family Planning Division.	1. Family Planning and Population Control.	1. Bangladesh Family Planning Board (including the Project Directorate of Training, Research, Evaluation and Communication; Project Directorate of Inspection and Project Directorate of Post Partum Programme).
	2. Public Health Division.	1. International Agreements and Regulations in the field of Medicine and Public Health & WHO. 2. Medical, Nursing, Dental, Pharmaceutical, Para Medical and allied subjects. 3. Drug Control, Standardisation and Manufacture of Biological and Pharmaceutical Products. 4. Medical Education and Research. 5. Curative Health Services. 6. Preventive Health Measures. 7. Administration of Pure	1. Department of Health Services (Curative). 2. Department of Health Services (Preventive). 3. Department of Health Services (Medical Education, Training and Research). 4. Malaria Eradication Board. 5. Cholera Research Laboratory. 6. Boards of Homœopathic, Ayurvedic and Unani System of Medicines. 7. Nursing Council of Bangladesh. 8. Bangladesh Medical Research Council. 9. Bangladesh Medical Council.

19. Ministry of
Public Works &
Urban Develop-
ment.

1. Housing & Urban
Development
Division.

1. Town Planning.
2. Improvement Trusts and
Town Development Autho-
rities.
3. Water Supply and Sewerage
4. Slum Clearing.

1. Department of Urban Development.

2. Department of Housing and Settle-
ment (to be set up with the office
of the Deputy Commissioner, Settle-
ment as the nucleus).
3. Dacca Improvement Trust.
4. Chittagong Development Authority.
5. Khulna Development Authority.
6. WASA, Dacca.
7. WASA, Chittagong.

2. Works Division.

1. Public Works, Buildings
and Parks.
2. Repairs of Ancient and
Historical Monuments.
3. Government Office and
Residential Accommodation.

1. Department of Buildings.

2. Department of Accommodation.
3. Bangladesh Building Research Ins-
titute.

Ministry.	Division.	Main Business.	Attached Departments, Subordinate Offices and Autonomous Bodies.
1	2	3	4
20. Ministry of Relief and Rehabilitation.		1. Administration of Relief Operations and Sanction of Funds. 2. Rehabilitation of Displaced Persons. 3. Evacuee Property. 4. Loans, Grants and Technical Assistance from abroad.	1. Department of Relief and Rehabilitation. 2. Office of the Finance Officer, Civil Relief. 3. Office of the Project Director, Low Cost Housing in Disaster Prone Areas. 4. Reconstruction Board for Cyclone Affected Areas (REBCA). 5. Office of the Freedom Fighters' Welfare Trust.

APPENDIX VII
SET-UP OF FIELD OFFICES UNDER DIFFERENT MINISTRIES/DIVISIONS OF THE GOVERNMENT
THE PEOPLE'S REPUBLIC OF BANGLADESH

(Vide Para 9.11)

MINISTRY OF AGRICULTURE

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF AGRICULTURE (EXTENSION AND MANAGEMENT)					
Director 1	1. Deputy Director .. 4	1. Assistant Director (JP) .. 9	1. Subdivisional Agril. Officer (General) 67	1. Jute Extension Officer 150	1. Union Agricultural Assistant 4,053
Additional Director .. 3	2. Deputy Asstt. Director 4	2. Dist. Agril. Officer 20	2. Subdivisional Agril. Officer (Strengthening) ..	2. Thana Agricultural Officer 437	2. Union Agril. Asstt. (Strengthening) 800
Deputy Director/ Assistant Director .. 7	3. Cane Development Officer (Rajshahi) .. 1	3. Subdivisional Agril. Officer (H.Q.) 20		3. Thana Statistical Investigator 200	3. Plant Protection Assistant 415
Agricultural Economist 1	4. Assistant Coconut Development Officer 2	4. Assistant Statistical Officer 20		4. Thana Agril. Officer (Strengthening) 80	
Dy. Asstt. Director .. 4	5. Plant Protection Inspector 4	5. Plant Protection Inspector 20			
Deputy Assistant Director (Education & Training) 1	6. Assistant Bio-Chemist 2				
Deputy Assistant Director (P & A) .. 1					
Publicity Officer .. 1					
Administrative Officer 1					
Statistical Officer .. 2					
Statistician .. 4					
Research Officer .. 2					
Research Asstt. .. 7					
Technical Asstt. .. 2					

Note—Besides the abovementioned Offices, there are seven Agril. Extension Training Institutes and one Farm Mechanisation Training Institute having a total strength of staff other than clerical, as given below:

7 A.E.T.I.—Principal—7 Instructor—42
1 F.M.T.I.—Principal—1 Instructor—3

MINISTRY OF AGRICULTURE—Contd.

National Level. 1	Unclassified Level. 2	Divisional Level. 3	District Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF AGRICULTURE (RESEARCH AND EDUCATION)					
1. Director 1	I. Chapai Nawabganj Station	I. Chittagong Division, Comilla:—	1. Soil Fertility Assistant 17 (One in each District except Patuakhali and Tangail).	1. Fieldman 200 (One in each of two hundred Thanas).	
2. Asstt. Director .. 1					
3. Deputy Asstt. Director 3	Entomology Division	1. Soil Fertility Officer 1			
4. Technical Officer .. 1	1. Lac Farm Supdt. 1 2. Lac Demonstrator 1	II. Khulna Division, Jessore:—			
Agril. Engg. Division	II. Comilla Station	1. Soil Fertility Officer 1			
1. Agril. Engineer .. 1					
2. Asstt. Agril. Engineer 1	Entomology Division				
3. Research Asstt. .. 1	1. Asstt. Research Officer 1 2. Ento. Asstt. .. 1 3. Agricultural Overseer 1 4. Fieldman .. 1				
Cereal Division	III. Pahartali Station				
1. Economic Botanist 1					
2. Wheat Breeder .. 1					
3. Asstt. Eco. Botanist 4	Horticulture Division				
4. Research Asstt. .. 10	1. Farm Manager .. 2. Fieldman ..				
5. Farm Superintendent 1					
5. Field Assistant .. 5					
7. Fieldman 1					

MINISTRY OF AGRICULTURE—Contd.

National Level.	Unclassified Level. 2	Divisional Level. 3	District Level. 4	Subdivisional Level. 5	Thana Level. 6
DIRECTORATE OF AGRICULTURE (RESEARCH AND EDUCATION)—Contd.					
Plant Introduction Project	IX. Raikhali Station				
1. Plant Introduction Officer 1	Fibre Division				
2. Asstt. Plant Introduction Officer ... 1	1. Asstt. Economic Botanist ...				
3. Research Assistant .. 1	2. Farm Supdt. ..				
	3. Fieldman ...				
Soil Fertility Project	Horticulture Division				
1. Project Director ... 1	1. Agril. Overseer ...				
2. Dy. Project Director .. 1					
3. Senior Soil Fertility Officer 1	Plant Introduction Project				
4. Soil Fertility Officer .. 2	1. Research Asstt. ... 1				
5. Asstt. Soil Chemist .. 1	2. Agril. Overseer ... 1				
	3. Preparer .. 2				
6. Agronomist 1	Cotton Botany Division				
7. Botanist 1	1. Asstt. Cotton Botanist 1				
8. Statistical Officer ... 2	2. Research Assistant 1				
9. Research Assistant 10	3. Agril. Overseer ... 1				
	4. Fieldman .. 1				
Bangladesh Agril. Institute	X. Jessore Station				
1. Principal 1	Fibre Division				
2. Professor 4	1. Sunn-hemp Research Officer 1				

3. Lecturer	..	25
4. Junior Lecturer	..	16
5. Agril. Overseer	...	4

Cotton Botany Division

1. Cotton Botanist	..	1
2. Research Assistant	..	3
3. Agril. Overseer	..	1
4. Fieldman	..	2

Agricultural College

1. Principal	..	1
2. Professor	..	4
3. Lecturer (B.A.S.-I.)		25
4. Lecturer (B.J.E.S.)		2
5. Junior Lecturer	...	16
6. Statistical Officer	..	1
7. Statistical Assistant	..	1

2. Research Assistant		1
3. Farm Supdt.	..	1
4. Agril. Overseer	..	2
5. Fieldman	...	1

Cereal Division

1. Research Asstt.	..	1
2. Agril. Overseer	..	2
3. Fieldman	..	1

Entomology Division

1. Research Asstt.		1
2. Lac Overseer	..	1

Agronomy Division

1. Agro. Assistant	..	1
--------------------	----	---

Cotton Botany Division

1. Fieldman	..	1
-------------	----	---

XI. Hathazari Station

Cereal Division

1. Asstt. Eco. Botanist		1
2. Research Asstt.	..	1
3. Agril. Overseer	..	2
4. Fieldman	..	2

MINISTRY OF AGRICULTURE—Contd.

National Level.	Unclassified Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.
1	2	3	4	5	6
DIRECTORATE OF AGRICULTURE (RESEARCH AND EDUCATION)—Contd.	Pulses and Oil Seeds Division				
	1. Asstt. Eco. Botanist ..	1			
	2. Farm Supdt.	1			
	3. Fieldman ..	3			
	Horticulture Division				
	1. Fruit Development Officer ..	1			
	2. Horticultural Asstt.	1			
	3. Agril. Overseer ...	1			
	4. Fieldman ..	2			
	Entomology Division				
	1. Fieldman ..	1			
	Agronomy Division				
	1. Agronomical Asstt.	1			
	XII. Jamalpur Station.				
	Cereal Division				
	1. Asstt. Economic Botanist ..	1			
	2. Research Assistant ...	1			
	3. Farm Supdt. ...	1			
	4. Agril. Overseer ...	1			
	5. Fieldman ..	3			

MINISTRY OF AGRICULTURE—Contd.

National Level. 1	Unclassified Level. 2	Divisional Level. 3*	District Level. 4	Subdivisional Level. 5	Thana Level. 6
DIRECTORATE OF AGRICULTURE (RESEARCH AND EDUCATION)—Contd.	Pulses and Oil Seeds Division				
	1. Agril. Overseer .. 1				
	2. Fieldman .. 1				
	Horticulture Division				
	1. Assistant Horticultural Research Officer .. 1				
	2. Horti. Asstt. .. 1				
	3. Agril. Overseer .. 2				
	4. Fieldman .. 2				
	Entomology Division				
	1. Lac Demonstrator .. 1				
	Agromomy Division				
	1. Agro. Asstt. .. 1				
	Cotton Botany Division				
	1. Agril. Overseer .. 1				
	XV. Ishurdi Station				
	Fibre Division				
	1. Agronomist .. 1				
	2. Research Asstt. .. 2				
	3. Fieldman .. 4				
	Cereal Division				
	1. Assistant Economic Botanist .. 1				

MINISTRY OF AGRICULTURE—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF AGRICULTURE (RESEARCH AND EDUCATION)— <i>Concl'd.</i>	<i>XVII. Debiganj Sub-Station</i>				
	1. Asstt. Agronomist 1				
	2. Research Assistant 5				
	3. Agril. Overseer ... 2				
	4. Fieldman ... 3				
	<i>XVIII. Rangpur Sub-Station</i>				
	<i>Cotton, Botany Division</i>				
	1. Asstt. Cotton Botanist 1				
	2. Research Assistant 3				
	3. Agril. Overseer ... 1				
	4. Fieldman ... 4				
DIRECTORATE OF AGRICULTURAL MARKETING					
1. Director .. 1	1. Asstt. Director ... 4	1. District Marketing Officer 20*	1. Market Investigator 62		
2. Deputy Chief .. 1		2. City Marketing Officer 2**			
3. Deputy Director ... 3					
4. Assistant Chief ... 4					
5. Assistant Director .. 5					
6. Research Officer ... 5					

DEPARTMENT OF SOIL SURVEY

- | | | |
|----------------------------------|-----|----|
| 1. Director | .. | 1 |
| 2. Deputy Director | ... | 3 |
| 3. Soil Survey Research Officer | ... | 4 |
| 4. Assistant Soil Survey Officer | .. | 18 |
| 5. Cartographer | ... | 1 |
| 6. Administrative Officer | | 1 |

AGRICULTURAL CENSUS ORGANISATION

- | | | |
|---|-----|---|
| 1. Joint Agricultural Census Commissioner | .. | 1 |
| 2. Deputy Agricultural Census Commissioner | | 1 |
| 3. Assistant Agricultural Census Commissioner | | 4 |
| 4. Census Officer | ... | 2 |
| 5. Superintendent | .. | 1 |
| 6. Administrative Officer | ... | 1 |

* Including one Marketing Officer posted in Kishoreganj Agriculture District.

** One City Marketing Officer has been posted at Dacca City and the other at Chittagong City.

MINISTRY OF AGRICULTURE—Concl'd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
AGRICULTURAL INFORMATION SERVICE					
1. Chief Technical Information Officer ... 1	1. Assistant Technical Information Officer 4	Audio-Visual Unit Operator 20	Agricultural Information Centre Organiser 38		
2. Deputy Technical Information Officer ... 1	2. Assistant Exhibit Specialist 4				
3. Information Officer .. 3	3. Assistant Audio-Visual Officer 4				
4. Training and Utilisation Officer 1					
5. Joint Editor 1					
6. Publication Officer .. 1					

MINISTRY OF CABINET AFFAIRS

Establishment Division

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
PUBLIC SERVICE (FIRST) COMMISSION 1. Chairman 2. Member 3. Secretary 4. Deputy Secretary 5. Director 6. Dy. Director 7. P.S. to Chairman ... 8. Psychologist ... 9. Junior Psychologist 10. Research Officer ... 11. Junior Research Officer 12. Assistant Director PUBLIC SERVICE (SECOND) COMMISSION 1. Chairman ... 1 2. Member ... 7					
	Director	3*			

*(Excluding Dacca Division).

MINISTRY OF CABINET AFFAIRS—Contd.
Establishment Division

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
	2	3	4	5	6
PUBLIC SERVICE (SECOND) COMMISSION—<i>Contd.</i>					
3. Secretary 1					
4. Private Secretary to Chairman .. 1					
5. Deputy Director .. 3					
6. Research Officer .. 1					
7. Statistician .. 1					
DEPARTMENT OF GOVERNMENT TRANSPORT.					
1. Transport Commissioner 1					
2. Director .. 1					
3. Superintendent, Central Transport Pool .. 1					
4. Marine Supdt. and Engineer Supdt. 1					
5. Assistant Supdt. Central Transport Pool 1					
6. Chief Engineer, Govt. Aircraft Workshop 1					
7. Deputy Chief Engineer (in lieu of the post of the Junior Engineer) .. 1					

MINISTRY OF CABINET AFFAIRS—Contd.

Establishment Division

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
National Institute of Public Administration (NIPA) Unit <i>—Concl'd.</i>					
2. Senior Instructor .. 2					
3. Instructor 7					
4. Associate Instructor 2					
5. Research Associate 3					
6. Chief Librarian 1					
7. Librarian 1					
8. Administrative Officer 1					
9. Accounts Officer ... 1					
10. Publication Officer 1					
11. Research Officer ... 5					
12. Audio-Visual Technical Officer 1					
13. Assistant Librarian 3					
Gazetted Officers' Training Academy (GOTA) Unit					
1. Director 1					
2. Deputy Director ... 1					
3. Assistant Director ... 1					
4. Librarian 1					

MINISTRY OF CABINET AFFAIRS—Concl'd.
Establishment Division

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
	2	3	4	5	6
DEPARTMENT OF PRINTING AND STATIONERY					
I Headquarters Office					
1. Controller 1					
2. Assistant Controller (Admn.) ... 1					
3. Do. (Printing) ... 1					
4. Do. (Stationery) 1					
5. Accounts Officer ... 1					
6. Labour Welfare Officer 1					
II Bangladesh Stationery Office (B.S.O.)					
1. Dy. Controller ... 1					
2. Manager ... 1					
III Bangladesh Forms and Publications Office (F.&P.O.)					
1. Assistant Controller 1					
IV Bangladesh Government Press (B. G. Press)					
1. Superintendent/Special Officer 1					
2. Deputy Superintendent 2					

**V. Govt. Printing Press
(G.P. Press).**

- | | | |
|--------------------------------------|-----|---|
| 1. Manager | ... | 1 |
| 2. Assistant Manager | ... | 1 |
| 3. Labour and Personnel
Officer | .. | 1 |
| 4. Accounts Officer | ... | 1 |
| 5. Assistant Maintenance
Engineer | - | 1 |

**BOARD OF MANAGEMENT,
GOVERNMENT SERVANTS'
BENEVOLENT FUND**

- | | |
|---------------------------|----|
| 1. Administrative Officer | 1* |
|---------------------------|----|

**BOARD OF TRUSTEES,
BANGLADESH GOVERN-
MENT SERVANTS' GROUP-
INSURANCE TRUST**

- | | |
|--|------|
| 1. Administrative Officer | 1* |
| 2. Assistant Administrative
Officer | .. 1 |

**GENERAL ADMINISTRATION
(FIELD OFFICES)**

1. Commissioner	.. 4	1. Deputy Commissioner	19	1. Subdivisional Officer	62	1. Circle Officer (Dev.)	450
2. Addl. Commissioner	4	2. Additional Dy. Commissioner	49	2. Deputy Magistrate and Deputy Collector	123	2. Circle Officer (Rev.)	343
3. Private Secy. to Commis- sioners of Divisions.	4	3. Asstt. Com- missioner	6			3. Addl. Land Acquisition Officer	60
4. Asstt. to Commissioner	8	4. Dy. Magis- trate and Deputy Col- lector	222				
5. Deputy Director, L.G. & R.D.	4						

*The same Officer is in-charge of both the Offices.

MINISTRY OF CABINET AFFAIRS
Prime Minister's Secretariat

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
NATIONAL SECURITY INTELLIGENCE AND JATIYO RAKKHI BAHINI <i>(Set up of these two organisations not shown)</i> ANTI-CORRUPTION DEPARTMENT 1. Director 1 2. Dy. Director 2 3. Anti-Corruption Officer 2 4. Administrative Officer 1 5. Inspector 20 6. Asstt. Inspector 6 PRIME MINISTER'S VIGILANCE AND INSPECTION BUREAU 1. Director-General 1 2. Director 2 3. Joint Director 8 4. Deputy Director 8	Deputy Director	1. Dist. Anti-Corruption Officer 21 2. Inspector 25 3. Asstt. Inspector 63 4. Asstt. Sub-Inspector 19	1. Assistant Inspector 60		

ATG

*Posted at Chittagong, Sylhet, Khulna and Ishurdi.

MINISTRY OF COMMERCE

Commerce Division.

National Level. 1	Unclassified (Regional) Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF TRADE AND COMMERCE					
1. Director ... 1	1. Asstt. Director 1*				
2. Dy. Director 2					
3. Assistant Director .. 5					
4. Marketing and Publicity Officer .. 1					
OFFICE OF THE CONTROLLER OF INSURANCE					
1. Controller 1					
2. Asstt. Controller 1					
OFFICE OF THE REGISTRAR OF JOINT-STOCK COMPANIES AND FIRMS					
1. Registrar .. 1					
2. Asstt. Registrar .. 1					

* Posted in the Regional Office at Chittagong.

MINISTRY OF COMMERCE—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level 6
PATENT OFFICE AND TRADE MARKS REGISTRY 1. Controller of Patent and Designs and Registrar of Trade Marks .. Patent and Designs Wing 1. Deputy Controller.. 1 2. Asstt. Controller .. 1 3. Examiner of Patent 4. Administrative Officer 1 Trade Marks Wing 1. Deputy Registrar .. 1 2. Asstt. Registrar .. 1 3. Examiner 3					

MINISTRY OF COMMERCE—Contd.

Foreign Trade Division

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
OFFICE OF THE CHIEF CONTROLLER OF IMPORTS AND EXPORTS	Regional Offices(5)				
	I. Chittagong				
1. Chief Controller	1. Controller	1			
2. Controller	2. Deputy Controller	1			
3. Director of Survey	3. Asstt. Controller	6			
4. Deputy Controller	II. Sylhet				
5. Asstt. Controller	1. Asstt. Controller	1			
6. Executive Officer	2. Executive Officer	2			
	III. Rajshahi				
	1. Deputy Controller	1			
	2. Executive Officer	2			
	IV. Rangpur				
	1. Asstt. Controller	1			
	2. Executive Officer	2			
	V. Khulna				
	1. Deputy Controller	1			
	2. Executive Officer	2			

~~MINISTRY OF COMMERCE~~ Contd.

Foreign Trade Division

National Level.		Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1		2	3	4	5	6
EXPORT PROMOTION BUREAU						
1. Director-General	1	Branch Offices (3)				
2. Dy. Director-General	1	I. Chittagong				
3. Director	1	1. Director	1			
4. Dy. Chief Research Officer (Supernumerary)	1	2. Asstt. Director	1			
		3. Research Officer	1			
5. Dy. Director (2 posts, Supernumerary)	4					
6. O.S.D.	2	II. Rajshahi				
7. Asstt. Director	3	1. Asstt. Director	1			
8. Information Officer	1	III. Khulna				
9. Admn. Officer	1	1. Deputy Director	1			
10. Research Officer (Supernumerary)	1	2. Research Officer	1			
11. Asstt. Editor (Supernumerary)	1					
12. Executive Officer (Supernumerary)	1					
13. Technical Officer (Supernumerary)	1					

MINISTRY OF COMMERCE—Concl'd.
Foreign Trade Division

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
	2	3	4	5	6
TARIFF COMMISSION					
1. Chairman ... 1					
2. Secretary ... 1					
3. Cost-Accounts Officer 1					
4. Research Officer 1					

MINISTRY OF COMMUNICATION

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
ROADS AND HIGHWAYS DIRECTORATE	1. Road Circle (5)*				
	(i) <i>Dacca Road Circle</i>				
	1. Supdtg. Engineer .. 1				
	2. Exe. Engineer .. 6				
	3. Sub-Divl. Engineer 17				
	(ii) <i>Chittagong Road Circle</i>				
	1. Supdtg. Engineer .. 1				
	2. Exe. Engineer .. 3				
	3. Sub-Divl. Engineer 9				
	(iii) <i>Sylhet Road Circle</i>				
	1. Supdtg. Engineer .. 1				
	2. Exe. Engineer .. 3				
	3. Sub-Divl. Engineer 9				

* Officers concerned are posted at different places including Divisional/District/Sub-Divisional and other levels according to requirements.

MINISTRY OF COMMUNICATION—Contd.

13. V. C. & J. C. Officer National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
ROADS AND HIGHWAYS DIRECTORATE—Concl.					
	(iv) <i>Rajshahi Road Circle</i>				
14. Accounts Officer .. 5	1. Supdtg. Engineer .. 12				
15. Traffic Officer .. 2	2. Exe. Engineer .. 5				
	3. Subdivil. Engineer .. 16				
16. Statistician .. 2					
	(v) <i>Jessore Road Circle</i>				
17. Tabulating Officer .. 13	1. Supdtg. Engineer .. 13				
	2. Exe. Engineer .. 6				
	3. Subdivil. Engineer .. 16				
	Workshop Circle (3)				
	(i) <i>Workshop Circle, Dacca</i>				
	1. Supdtg. Engineer .. 1				
	2. Exe. Engineer .. 1				
	3. Subdivil. Engineer .. 4				

MINISTRY OF COMMUNICATION—Contd.

National Level.	Divisional Level.	Unclassified Level.		
1	2	3		
BANGLADESH RAILWAY	A—CHITTAGONG RAILWAY DIVISION	A. Mechanical Workshop, Pahartali		
A—At Dacca	I. Administration Department	1. Deputy Chief Mechanical Engineer .. 1		
1. Chairman .. 1	1. Divisional Superintendent 1	2. Works Manager .. 1		
2. Member (Finance) 1	2. Divisional Personnel Officer .. 1	3. Asstt. Works Manager 4		
3. Member (Engg.) 1	3. Asstt. Personnel Officer 1	B. Mechanical Workshop, Saidpur		
4. Secretary, Railway Board 1		1. Deputy Chief Mechanical Engineer 1		
5. O.S.D. .. 1	II. Mechanical Department	2. Works Manager 1		
6. Chief Officer (Mechanical and Stores) .. 1	1. Divisional Mechanical Engineer .. 1	3. Production Engineer 1		
7. Chief Officer (Planning and Development) 1	2. Asstt. Mech. Engineer 1	4. Asstt. Works Manager 3		
8. Publicity and Relations Officer 1		5. District Electrical Engineer 1		
9. Deputy Secretary 2	III. Electrical Department	6. Junior Personnel Officer 1		
10. Asstt. Secretary 1	1. Divisional Electrical Engineer .. 1	C. Diesel Work-shop, Pahart ali		
11. Budget Officer 1	2. Asstt. Electrical Engineer 1	1. Works Manager 1		
12. Deputy Chief Officer, (P & D) .. 1		2. Asstt. Works Manager 1		

MINISTRY OF COMMUNICATION—Contd.

National Level.	Divisional Level.	Unclassified Level.			
1	2	3			
BANGLADESH RAILWAY—					
<i>Contd.</i>					
7. Assistant Mechanical Engineer, (R) .. 2	<i>VIII. Construction Wing</i>				
	1. Executive Engineer .. 2				
<i>III. Electrical Deptt.</i>	2. Asstt. Engineer .. 2				
1. Chief Electrical Engineer 1	At Sylhet				
2. District Electrical Engineer .. 3	1. Executive Engineer .. 1				
3. Assistant Electrical Engineer .. 3	<i>IX. Traffic and Commercial Department</i>				
<i>IV. Medical Deptt.</i>	1. Divil. Transportation Officer .. 1				
1. Chief Medical Officer.. 1	2. Divil. Commercial Officer .. 1				
2. Radiologist .. 1	3. Asstt. Transportation Officer .. 1				
3. Asstt. Radiologist .. 1	4. Asstt. Comml. Officer 1				
<i>V. Civil Engineering Deptt.</i>	<i>X. Watch and Ward Department</i>				
1. Chief Engineer .. 1	Nil.				
2. Dy. Chief Engineer .. 2	<i>XI. Stores Department</i>				
3. Executive Engineer .. 1	At Pahartali				
4. Track Supply Officer .. 1	1. District Controller .. 1				
5. Land Control Officer 1	2. Asstt. Controller .. 2				
6. Asstt. Engineer .. 5					

MINISTRY OF COMMUNICATION—Contd.

National Level 1	Divisional Level 2	Unclassified Level 3			
BANGLADESH RAILWAY—					
<i>Contd.</i>					
4. Deputy Chief Commercial Manager .. 1	<i>VI. Bridge Department</i>				
5. Superintendent, Transportation .. 1	1. Bridge Engineer .. 2				
6. Superintendent, Rates & Development .. 1	<i>VII. Signal and Tele-Communication Department</i>				
7. Superintendent, Claims 1	1. Asstt. Signal Engineer .. 1				
8. Asstt. Superintendent, Claims .. 3	<i>VIII. Construction Wing</i>				
9. Asstt. Superintendent, Rates and Development .. 2	1. Executive Engineer .. 1				
10. Asstt. Superintendent, Transportation .. 2	2. Asstt. Engineer .. 2				
11. Deputy Superintendent, Telegraph .. 1	<i>At Sylhet</i>				
12. Asstt. Superintendent, (Leave Reserve) .. 2	1. Executive Engineer .. 1				
13. Assistant Traffic Supdt., Ticket Checking .. 1	<i>IX. Traffic and Commercial Department</i>				
<i>X. Watch and Ward Deptt.</i>	1. Divl. Transportation Officer .. 1				
1. Chief Superintendent 1	2. Divl. Commercial Officer .. 1				
2. Senior Superintendent 1	3. Asstt. Transportation Officer .. 1				
3. Superintendent, .. 2	4. Asstt. Commercial Officer .. 1				
	5. Station Superintendent 1				

MINISTRY OF COMMUNICATION—Contd.

National Level.	Divisional Level.	Unclassified Level.			
1	2	3			
BANGLADESH RAILWAY— <i>Contd.</i>	<i>V. Civil Engg. Department</i>				
	1. Divisional Engineer .. 1				
	2. Asstt. Engineer .. 3				
	<i>VI. Bridge Department</i>				
	1. Bridge Engineer .. 1				
	2. Asstt. Bridge Engineer 1				
	<i>VII. Signal and Tele-Communication Department</i>				
	1. Divl. Signal Engineer 1				
	2. Tele-Communication Engineer .. 1				
	3. Asstt. Tele-Communication Engineer ... 1				
	4. Asstt. Signal Engineer 1				
	<i>VIII. Construction Wing</i>				
	1. Executive Engineer .. 1				
	2. Asstt. Engineer .. 1				
	At Faridpur				
	1. Executive Engineer .. 1				
	2. Asstt. Engineer .. 2				

MINISTRY OF COMMUNICATION—Contd.

National Level.	Divisional Level.	Unclassified Level.			
1	2	3	4	5	6
BANGLADESH RAILWAY— <i>Concl.</i>	<i>II. Mechanical Department</i>				
	1. Divl. Mechanical Engineer .. 1				
	2. Asstt. Mechanical Engineer ... 2				
	<i>III. Electrical Department</i>				
	1. Asstt. Elec. Engineer 1				
	<i>IV. Medical Department</i>				
	1. Divl. Medical Officer 1				
	2. Asstt. Medical Officer 2				
	3. Asstt. Surgeon ... 7				
	4. Lady Asstt. Surgeon .. 2				
	<i>V. Civil Engg. Department</i>				
	1. Divl. Engineer ... 1				
	2. Asstt. Engineer ... 2				
	<i>VI. Bridge Department.</i>				
	Nil.				
	At Saidpur				
	1. Asstt. Bridge Engineer ... 2				

MINISTRY OF COMMUNICATION—Concl.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
OFFICE OF THE SUPERINTENDENT, ROAD TRANSPORT MAINTENANCE					
1. Superintendent .. 1					
OFFICE OF THE SECRETARY, BANGLADESH TRANSPORT AUTHORITY					
1. Secretary .. 1					
PORT DIRECTORATE, CHALNA ANCHORAGE, KHULNA					
1. Port Director .. 1					
2. Chief Engineer .. 1					
3. Chief Accounts Officer 1					
4. Harbour Master .. 1					
5. Traffic Manager .. 1					
6. Deputy Chief Engineer (Hydraulic) ... 1					
7. Deputy Chief Engineer (Mechanical) .. 1					
8. Accounts Officer .. 1					

MINISTRY OF DEFENCE

433

National Level. 1	Unclassified Level. 2	Unclassified Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF MILITARY LAND AND CANTONMENTS					
1. Director	1	Cantonment Boards .. 6 (Jessore, Comilla, Chittagong, Dacca, Gazipur, Rangpur)			
2. Assistant Director	2				
3. Admn. Officer	1	1. Cantt. Executive Officer 7			
Military Estate Office					
1. Military Estate Officer (MEQ)	1				
2. Assistant M.E.O.	2				
3. Dy. Asstt. M.E.O.	3				
DEPARTMENT OF METEOROLOGY					
	Regional Office in Chittagong	Field Office			
1. Director	1	1. Dy. Director	1	<i>Storm Warning Centre, Dacca</i>	
2. Dy. Director	1	2. Security Officer	1	1. Deputy Director	1
3. Assistant Director	3	3. Asstt. Meteorologist	3	2. Meteorologist	5
4. Sr. Meteorologist	1	4. Administrative Officer	1	3. Asstt. Meteorologist	5

MINISTRY OF DEFENCE—Contd.

National Level. 1	Unclassified Level. 2	Unclassified Level. 3	Subdivision a Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF METEOROLOGY—Concl'd.					
5. Meteorologist .. 7		Other Field Offices:			
6. Sr. Electronic Engr. .. 1		1. Meteorologist .. 8			
7. Sr. Communication Engineer .. 1		2. Electronic Engineer .. 3			
8. Electronic Engineer ... 1		3. Asstt. Meteorologist 22			
9. Communication Engr. 1		4. Asstt. Electronic Engineer .. 3			
10. Mechanical Engineer .. 1		5. Asstt. Com. Engineer 1			
11. Asstt. Meteorologist 10		6. Asstt. Mech. Engineer 1			
12. Asstt. Communication Engineer ... 1					
13. Administrative Officer 1					
14. Chemist .. 2					
ARMED SERVICES BOARD					
		District Level			
1. Director .. 1		1. Secretary .. 11			
		(The offices located at Dacca, Chittagong, Comilla, Noakhali, Sylhet, Mymensingh, Faridpur, Barisal, Jessore, Khulna, Dinajpur.)			

MINISTRY OF EDUCATION, CULTURAL AFFAIRS AND SPORTS

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
EDUCATION DIRECTORATE 1. D.P.I. 1 2. Jt. D.P.I. (For Women Edn.) 1 3. D.D.P.I. (P & D) 1 4. A.D.P.I. 11 Engineer Adviser 1 Executive Engineer 1 Asstt. Engineer 2 Head of Documentation Section 1 Head of Statistics Section 1 10. Dy. Asstt. Director (Pry. Edn. & Plng.) 1 11. Dy. Asstt. Director (Scholarship) 1 12. Administrative Officer 1 13. Technical Officer 1	1. D.D.P.I. 2. Inspector and Inspectress of Schools 8 3. Deputy Asstt. Director 8 4. Asstt. Inspector of Schools 4 5. Asstt. Inspectress of Schools 4 6. Special Officer for Aboriginal Education, Rajshahi Division 1	1. District Education Officer 19 2. District Inspector of Schools 19 3. District Organiser of Physical Education 19	Subdivisional Education Officer 60	1. Thana Education Officer 412 2. Asstt. Sub-Inspector of Schools 412	

Note—Sub-Inspectors of Schools have since been redesignated as Thana Education Officers.

MINISTRY OF EDUCATION, CULTURAL AFFAIRS AND SPORTS—Contd.

National Level. 1	Divisional Level. 2	Unclassified Level. 3	District Level. 4	Subdivisional Level. 5	Thana Level. 6
EDUCATION DIRECTORATE—Concl'd.					
14. Officer on Special Duty (Libraries) 1					
15. Asstt. Director of Training Programme 1					
16. Assistant Director of Physical Education 1					
DIRECTORATE OF TECHNICAL EDUCATION					
		Educational Institutes			
1. Director .. 1	1. Inspector 4	1. Principal, Engg. Colleges 3	1. Principal, Polytechnic Institutes 12	Superintendent, Vocational Training Institutes 30	
2. Deputy Director 1	2. Asstt. Inspector 4	2. Principal, Technical Teachers' Training College 1	2. Supdt., Vocational Training Instt. 2		
3. Project Director 2		3. Principal, Polytechnic Institutes .. 4	3. Instructor-in-Charge, Commercial Institute 10		
4. Asstt. Director 3		4. Principal, Monotechnic Institutes .. 5			
5. Project Officer 2		5. Principal, Commercial Institute 1			
6. Equipment Officer 1		6. Instructor-in-Charge, Commercial Institute 3			
7. Asstt. Project Officer 2					
8. Administrative Officer 1					

**DIRECTORATE OF SPORTS
AND PHYSICAL EDUCA-
TION,**

		Unclassified Level.	District Level.
1. Director	.. 1	College of Physical Edu- cation, Dacca	1. Lecturer .. 12*
2. Deputy Director	.. 1		2. District Organiser, Physical Education .. 21**
3. Assistant Directress	.. 1	1. Principal ... 1	
4. Assistant Director (Tiffin Programme)	1	2. Vice-Principal ... 1	
		3. Lecturer .. 4	
		College of Home Economics	
		1. Lecturer ... 1	
		T. T. College, Dacca	
		1. Lecturer ... 1	

Three at Mymensingh, two each at Comilla and Bakerganj and one each at Faridpur, Sylhet, Rajshahi, Pabna, Rangpur and Khulna.
Two each at Dacca, Mymensingh and Sylhet and one each in the remaining Districts except Chittagong H.T.

MINISTRY OF EDUCATION, CULTURAL AFFAIRS AND SPORTS —*Contd.*

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF ARCHIVES AND LIBRARIES					
1. Director .. 1					
2. Deputy Director (Libraries) .. 1					
3. Deputy Director (Archives) .. 1					
4. Chief Librarian .. 1					
5. Asstt. Director of Libraries .. 1					
6. Asstt. Director of Archives .. 1					
7. Bibliographer .. 3					
8. Junior Microfilming Officer .. 1					
9. Administrative Officer .. 1					
10. Research Officer .. 1					
DEPARTMENT OF ARCHAEOLOGY					
1. Director ... 1					
2. Superintendent .. 2					

MINISTRY OF FINANCE AND JUTE

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
NATIONAL BOARD OF REVENUE.					
1. Chairman .. 1					
2. Member .. 3					
3. First Secretary .. 5					
4. Second Secretary .. 21					
5. Law Officer .. 1					
6. Asstt. Director ... 1					
7. Statistical Officer .. 1					
8. Asstt. Accounts Officer .. 1					
9. Director of Statistics and Research ... 1					
10. Research Officer ... 1					

MINISTRY OF FINANCE AND JUTE—Contd.

Director, National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
CUSTOMS DEPARTMENT, CHITTAGONG 1. Collector 1 2. Deputy Collector 2 3. Asstt. Collector ... 4. Chief Accounts Officer 1 5. Asstt. Chemical Examiner 1 6. Asstt. Accounts Officer 1					

MINISTRY OF FINANCE AND JUTE—Contd.

National Level. 1	Unclassified Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
COLLECTORATE OF CUSTOMS AND EXCISE					
1. Collector .. 1	<i>Dacca Circle—(2)</i>				
2. Dy. Collector .. 1	1. Asstt. Collector ... 2				
3. Asstt. Collector .. 3	2. Supdt. (Dacca—I) .. 5				
4. Superintendent .. 1	3. Supdt. (Dacca—II) .. 4				
5. Auditor ... 1					
6. Statistical Officer .. 1	<i>Rangpur Circle</i>				
	1. Asstt. Collector .. 1				
	2. Superintendent .. 5				
	<i>Rajshahi Circle</i>				
	1. Asstt. Collector .. 1				
	2. Superintendent .. 2				
DEPARTMENT OF CUSTOMS INTELLIGENCE AND INVESTIGATION					
1. Director* ... 1	Regional Office—2				
2. Dy. Director .. 1	(1) <i>Rangpur</i>				
	1. Asstt. Dir. ... 1				

3. Asstt. Director	1	2. Supdt. (stationed at Dinajpur)	1
4. Superintendent	2		
		(2) <i>Khulna</i>	
		1. Asstt. Director	1
		2. Supdt. (stationed at Kushtia)	1
		Sub-Regional Offices—3	
		(Chittagong, Comilla and Sylhet)	
		1 Superintendent	3

INCOME TAX DEPARTMENT

		Regional Office	
		Income Tax Department, Dacca Zone (comprising the Civil Divisions of Dacca and Rajshahi).	Asstt. Commissioner (at Rajshahi) 1
		1. Commissioner	1
		2. Asstt. Commissioner	9
		3. Income Tax Officer	43**
		4. Asstt. Income Tax Officer	25***

*Member (Customs), National Board of Revenue looks after the duties of the post of Director.
 **Posted at different places of different Districts within the Civil Divisions of Dacca and Rajshahi.
 ***Posted at different places at different Districts within Dacca Zone.

MINISTRY OF FINANCE AND JUTE—Contd.

National Level. 1	Unclassified (Regional) Level 2	Divisional Level. 3	District Level. 4	Subdivisional Level. 5	Thana Level. 6
INCOME TAX DEPARTMENT—Concl.	Income Tax Department, Chittagong Zone (com- prising the Civil Divisions of Chittagong and Khulna) 1. Commissioner .. 1 2. Assistant Commissioner 7 3. Special Assistant to Commissioner .. 1 4. Income Tax Officer 28** 5. Assistant Income Tax Officer .. 20*** 6. Administrative Officer 1				
INCOME TAX DEPARTMENT Investigation and Training 1. Commissioner .. 1 2. Assistant Commissioner 2 3. Income Tax Officer .. 3 4. Tax Recovery Officer .. 2 5. Controller of Estate Duty .. 1		1. Tax Recovery Officer 2			

MINISTRY OF FINANCE AND FUTE—Contd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF NATIONAL SAVINGS					
1. Director ... 1	Regional Offices (4)	District Offices	Subdivisional Offices		
2. Deputy Director ... 1	1. Dy. Director ... 4	1. Assistant Director .. 19	National Savings Officer ... 43		
3. Asstt. Director ... 3	2. Asstt. Director ... 4				
COMPTROLLER AND AUDITOR-GENERAL, BANGLADESH					
1. Comptroller and Auditor-General ... 1					
2. Dy. Comptroller and Auditor-General ... 1					
3. Asstt. Accounts Officer...1					
ACCOUNTANT-GENERAL, BANGLADESH					
1. Accountant-General ... 1		1. District Accounts Officer 4*			
2. Addl. Accountant-General ... 1					
3. Dy. Accountant-General 5					
4. Asstt. Accountant-General					

5. Asstt. Accounts Officer ..41
6. Asstt. Examiner ... 8

2. Addl. Dist.
Accounts
Officer (in
Chittagong)
- 1
3. Assistant
Accounts
Officer 4**

DEPUTY COMPTROLLER
OF POST, TELEGRAPH AND
TELEPHONE ACCOUNTS -

1. Dy. Comptroller .. 1
2. Asstt. Comptroller .. 1
3. Asstt. Accounts Officer.. 10

Unclassified Level

DIRECTORATE OF AUDIT
AND ACCOUNTS (WORKS
AND WAPDA)

Kushtia (G.K. Project)

1. Director .. 1
2. Deputy Director .. 4
3. Asstt. Director .. 4
4. Asstt. Accounts Officer.. 24

1. Asstt. Accounts Officer.. 1

451

*Comilla, Noakhali, Sylhet and Chittagong.

**For Statutory Audit of District Accounts Offices of the Districts of Chittagong Division.

MINISTRY OF FINANCE AND JUTE—Concl'd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEFENCE AUDIT DEPARTMENT					
1. Dy. Director .. 2					
2. Asstt. Audit Officer ... 5					
OFFICE OF THE JOINT DIRECTOR, COMMERCIAL AUDIT					
1. Jt. Director ... 1					
2. Audit Officer .. 1					
3. Asstt. Director ... 1					
4. Asstt. Accounts Officer 12					
OFFICE OF THE CONTROLLER OF MILITARY ACCOUNTS					
	Unclassified Level				
1. Controller ... 1	1. Dy Controller ... 1				
2. Jt. Controller ... 1	2. Dy. Asstt. Controller... 2				
3. Dy. Controller ... 3	Sub-Offices—(9)*				
4. Asstt. Controller ... 6					
5. Dy. Asstt. Controller... 27					
6. S.A.S. Accountant ... 65					

1. Local Audit Officer (L.A.O.)
—1 in each office.

Unit Accountants Offices (12)

(Dacca—5, Jessore—2,
Rangpur—1, Comilla—1,
Chittagong—3).

1. Unit Accountant (S.A.S.)
—1 in each office.

Offices of Supdt. of Local Auditor.

(3) (Rangpur, Chittagong,
Dacca).

1. Supdt. (S.A.S.)—1 in each office.

JUTE DIVISION

DIRECTORATE OF JUTE

- | | | |
|------------------------|---|---|
| 1. Director | 1 | 1. Regional Offices—(6) |
| 2. Deputy Director .. | 1 | 1. Regional Assistant Controller of Jute ... 6
(Narayanganj, Comilla,
Mymensingh, Khulna,
Rajshahi, Rangpur) |
| 3. Asstt. Director ... | 1 | |
| 4. Statistician ... | 1 | 2. Jute Inspectorates—(36) |
| | | 1. Chief Inspector of Jute 36
(Selected Centres located
both at District and Sub-
divisional levels) |
| | | 3. Jute Grading Parties—(100) |
| | | 1. Supervisor, Jute Grading
Party 100
(Posted at Selected Thanas
having jurisdictions over
adjoining Thanas) |

* Four at Dacca and one each at Gazipur, Chittagong, Comilla, Jessore and Rangpur.

MINISTRY OF FOOD AND CIVIL SUPPLIES

National Level.	Divisional/Regional Level.	District Level.	Subdivisional Level.	Thana Level.	Unclassified Level.
1	2	3	4	5	6
DIRECTORATE OF PROCUREMENT, DISTRIBUTION AND RATIONING					
1. Director .. 1	1. Regional Controller 4*	1. District Controller 19	1. Subdivisional Controller 65	1. Inspector 546	Offices of Dacca, Narayaganj, Chittagong and Khulna Rationing. 1. Controller of Dacca Rationing 1 2. Asstt. Controller of Dacca Rationing 1 3. Town Rationing Officer .. 3 4. Asstt. Rationing Officer .. 21 5. Chief Inspector 9 6. Inspector .. 53 7. Sub-Inspector .. 153 8. Card Index Superintendent .. 1 9. Permit Officer .. 4 Other Offices. 1. Sub-Inspector .. 57 2. Store Keeper/O/C, LSD .. 160
2. Additional Director 1	2. Deputy Regional Controller 4*	2. Chief Inspector .. 19	2. Chief Inspector .. 39	(including 143 Inspectors working as Officers-in-charge of L. S. D's located all over the country)	
3. Deputy Director 3		3. Inspector 19	3. Inspector 54		
4. Assistant Director 9					
5. Accounts Officer 1					
6. Chief Inspector .. 1					
Govt. Flour Mills, Dacca.					
1. Chief Miller .. 1					
2. Asstt. Miller .. 1					
3. Executive Officer 1					
4. Wheat Officer .. 1					
5. Asstt. Accounts Officer 1					

* At Dacca, Chittagong, Barisal and Rajshahi.

455

MINISTRY OF FOOD AND CIVIL SUPPLIES—Contd.

National Level. 1	Unclassified Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF MOVEMENT AND STORAGE 1. Director ... 1 2. Additional Director 2 3. Deputy Director ... 4 4. Assistant Director ... 7 5. Accounts Officer ... 2 6. Special Officer, Boats and Marine ... 1 7. Chief Inspector .. 2	1. Controller (1 each in Chittagong and Khulna.) .. 2 2. Deputy Controller (1 each in Chittagong Port and Khulna Port) .. 2 3. Assistant Controller (2 at Chittagong Port and 1 at Khulna Port.) .. 3 4. Movement Officer (1 each in the districts of Dacca, Chittagong, Khulna and Bogra) .. 4 5. Receipt and Despatch Officer (1 each in Khulna, Bhola, Narayanganj, Santahar and Parbatipur) 5 6. Storage and Movement Officer [For Central Storage Depots at Dacca, Tejgaon, Narayanganj, Dewanghat (Chittagong), Halishahar (Chittagong), Chandpur, Mymensingh Barisal, Maheswarpasha, (Khulna), Muladuli, (Pabna), Santahar, Bogra and Khulna.] 13 7. Accounts Officer .. 1				

MINISTRY OF FOOD AND CIVIL SUPPLIES—Concl'd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DIRECTORATE OF INSPECTION, CONTROL AND TRAINING					
1. Director — 1	1. Asstt. Director — 4	1. Technical Chief Inspector 7	1. Inspector 5		
2. Dy. Director .. 1	2. Technical Chief-Inspector — 4	2. Chief Operator 5	2. Operator 16		
3. Chemist ... 1	3. Chief Operator 4	3. Inspector 25			
4. Asstt. Director — 1	4. Technical Inspector 21	4. Operator 17			
5. Administrative Officer 1	5. Operator 9				
6. Training Officer — 1					
7. Asstt. Chemist .. 1					
8. Technical Chief Inspector .. 1					
9. Technical Inspector 3					
10. Technical Sub-Inspector .. 4					

MINISTRY OF FOREST, FISHERIES AND LIVESTOCK—Contd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Unclassified Level.
1	2	3	4	5	6
DIRECTORATE OF FISHERIES					
1. Director 1	1. Deputy Director .. 4	1. District Fisheries Development Officer.. 18		1. Thana Fishery Officer 268	1. Deputy Director.. 3
2. Fisheries Economist .. 1	2. Deputy Assistant Director .. 4			2. Fish Culture Asstt. 45	2. Principal .. 1
3. Project Director .. 1	3. Assistant Training Officer .. 4				3. Senior Research Officer .. 2
4. Assistant Director .. 1	4. Deputy Fish Culturist .. 4				4. Senior Technologist.. 1
5. Fish Culturist .. 1	5. Rehabilitation Officer .. 4				5. Senior Ichthyologist.. 1
6. Deputy Assistant Director .. 3	6. Assistant Fish Culturist .. 4				6. Officer-in-charge .. 1
7. Technical Officer .. 1					7. Assistant Director (Marine) .. 1
8. Statistical Officer .. 1					8. Biologist (Marine).. 1
9. Movement Officer .. 2					9. Fisheries Technologist 5
10. Administrative Officer 1					10. Research Officer .. 14
11. Research Officer (P.L.) 2					11. Biometrician .. 1
12. Accounts Officer .. 1					12. A. I. Texonomist .. 1
					13. Ichthyologist, .. 1
					14. Technologist .. 1
					15. Gear Technologist.. 1

DEPARTMENT OF
LIVESTOCK SERVICES

1. Director .. 1	1. Deputy Director .. 4	1. District Live- stock Officer 19	1. Subdivisional Livestock Officer, 57	1. Thana Live- stock Officer 352	1. Research Officer, Artificial Insemi- nation .. 1
2. Asstt. Director .. 4	2. Livestock Officer ... 4				
3. Dy. Asstt. Director .. 4					
4. Administrative Officer 1					

16. Aquaculturist ... 1
17. Biologist .. 1
18. Curator ... 1
19. Fisheries Extension Officer ... 1
20. Engineer ... 1
21. Statistical Officer. (Marine) ... 1
22. Master Fisherman 1
23. Marine Production Officer ... 1
24. Asstt. Admin. Officer .. 1
25. Demonstrator .. 2

MINISTRY OF FOREST, FISHERIES AND LIVESTOCK—Contd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Unclassified Level.
1	2	3	4	5	6
DEPARTMENT OF LIVESTOCK SERVICES —Contd.			2. Veterinary Surgeon, Subdivisional Veterinary Hospitals 35 3. Livestock Officer, Artificial Insemination Centre 14	2. Veterinary Surgeon, Thana Veterinary Dispensaries 40 3. Veterinary Asstt. Surgeons 138 4. Laboratory Asstt. 21 5. Field Assistant 589 6. Thana Livestock Asstt. 361 7. Poultry Technician 91 8. Compounder 178	2. Research Officer, Single Dose Rabies Vaccine .. 1 3. Research Officer, Gastro ... 1 4. Research Officer, Freeze Dried Goat Tissue Vaccine ... 1 5. Dy. Asstt. Director, V.M.S. 1 6. Dairy and Cattle Expert ... 1 7. Superintendent, V.R.I. ... 1 8. Asstt. Disease Investigation Officer (Poultry) ... 1 9. Asstt. Disease Investigation Officer (Animal Husbandry) 1

MINISTRY OF FOREST, FISHERIES AND LIVESTOCK—Concl'd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified Level. 6
DEPARTMENT OF LIVESTOCK SERVICES— <i>Concl'd.</i>					20. Livestock Economist . . . 1
					21. Vety. Officer, Govt. Vety. Hospital . . 1
					22. Assistant Zoologist... 1
					23. Principal, Vety. Training Instt. Mymensingh 1
					24. Officer-in-Charge, A.H.R.I., Comilla ... 1
					25. Asstt. Research Officer (IEPD), A.H.R.I., Comilla ... 1
ZOOLOGICAL SURVEY OF BANGLADESH					26. Superintendent, Cattle Breeding-cum-Dairy Farm, Sylhet 1
1. Assistant Zoologist .. 1					

MINISTRY OF HEALTH AND FAMILY PLANNING

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified Level. 6
DIRECTORATE OF HEALTH SERVICES (CURATIVE)					
1. Director .. 1	1. Dy. Director .. 4	1. Civil Surgeons 19	There is no Executive Post at the Subdivisional level under Dte. of Health Services (C). Civil Surgeons control and supervise the Subdivisional Hospitals and Dispensaries located in the Subdivisions.	Thana Health Administrator .. 356	1. Superintendent, T. B. Hospitals 3
2. Dy. Director (Curative) .. 1	2. Inspectress of Maternity and Child Welfare Centres .. 4				2. Superintendent, Mental Hospital, Pabna .. 1
3. Deputy Director (R.H.C.) .. 1					
4. Dy. Director (Stores) 1					
5. Dy. Director (Dev.) 1					
6. Superintendent, Maternity and Child Health Tr. Instt. (in the rank of Dy. Director) .. 1					
7. Asstt. Director (Curative) .. 1					
8. Asstt. Director (Stores) 1					
9. Asstt. Director (Proc.) 1					
10. Asstt. Director (Supply, Distribution and Re- pair) .. 1					
11. Superintendent, Maternity and Child Welfare Services .. 1					
12. Superintendent, Nursing Services (Non-Medical) 1					
13. Asstt. Licensing Officer (Drugs) .. 1					

Note on Sl. No. 5.—Recently the post of Dy. Director of Health Services (Dev.) has been taken under the Ministry of Health and Family Planning in the Planning Cell of the Ministry.

MINISTRY OF HEALTH AND FAMILY PLANNING—Concl'd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF HEALTH SERVICES (PEVENTIVE)					
1. Director .. 1	1. Deputy Director .. 1	1. Chief Medical Officer .. 19	1. Subdivisional Medical Officer ... 62		
2. Deputy Director .. 1	2. Divisional Health Education Officer .. 1	2. District Health Education Officer ... 19	2. Subdivisional Health Inspector 21		
3. Assistant Director .. 3					
4 Medical Officer .. 6					
5. Superintendent .. 1					
6. Statistician .. 1					
7. Health Education Officer .. 1					
8. Entomologist .. 1					
DIRECTORATE OF HEALTH SERVICES (MEDICAL EDUCATION TRAINING AND RESEARCH)					
	Unclassified Level	Unclassified Level	Unclassified Level		
1. Director ... 1	1. Director, I.P.G.M. ... 1	4. Principal and Superintendent, Medical Colleges and Hospitals 8*	5. Principal, Govt. Tibbia College, Sylhet ... 1		
2. Project Director ... 1	2. Director, Instt. of Chest Disease and Hospital ... 1		6. Principal, Nursing College, Dacca, ... 1		
3. O.S.D. ... 1	3. Director, Para-Medical Instt. ... 1				

* Two of the Medical Colleges and Hospitals are at Dacca and the remaining ones are at Mymensingh, Chittagong, Sylhet, Rajshahi, Rangpur and Barisal.

MINISTRY OF HOME AFFAIRS

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified Level. 6
POLICE DIRECTORATE					
1. I.G.P. ... 1	1. D.I.G. ... 5	1. S.P. } 2. Addl. S.P. } 45	1. A.S.P. } 2. D.S.P. } 32	1. S.I./O.C. 2. A.S.I. 3. H.C. 4. Naik 5. Constable	Circle Inspector 128
2. Addl. I.G.P. ... 2		3. A.S.P. 16	3. Inspector 111		
3. D.I.G. ... 7		4. D.S.P. 46	4. S.I.		
4. A.I.G./S.P. ... 30		5. Inspector 162	5. A.S.I.		
5. Addl. S.P. ... 23		6. S.I.	6. H.C.		
6. D.S.P./A.S.P. ... 41		7. Sergeant	7. Naik		
7. Information officer 1		8. A.S.I.	8. Constable		
8. Statistician ... 1		9. Head Constable.			
9. Administrative officer 1		10. Naik			
PRISONS DIRECTORATE					
1. Inspector-General ... 1	1. D.I.G. ... 4	1. Supdt. of District Jails 14	Sub-Jailor 37		Superintendent, Borstal School 1.
2. Administrative Officer 1	2. Dy. Supdt., of Central Jails ... 4	2. Supdt., Special Jail 1			

Note—(1) There is no post of Superintendent of District Jail in Chittagong Hill Tracts.

(2) D. I. G. of Prisons in the four Divisions are in-charge of Central Jails and have supervisory control over the Districts and affiliated Sub-Jails of the Divisions.

(3) Subdivisional Officer of each Subdivision is in-charge of Subdivisional Jails.

MINISTRY OF HOME AFFAIRS—Contd.

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF CIVIL DEFENCE					
1. Director .. 1	1. Dy. Controller .. 6*				
2. Dy. Director .. 1	2. Civil Defence Officer .. 4*				
3. Asstt. Director .. 2	3. Training Officer .. 4				
	4. Officer-in-charge, Combined Central and Report Centre .. 3				
Civil Defence Academy.	5. Staff Officer .. 35*				
1. Commandant .. 1					
2. Senior Instructor .. 1					
3. Instructor .. 4					

DEPARTMENT OF IMMIGRATION AND PASSPORTS.

1. Director 1	I—Regional Passport Office, Dacca.	Dist. Passports and Visa Cells .. 14		
2. Dy. Director ... 2	1. Asstt. Director ... 2	(Excluding Dacca, Chittagong, Sylhet, Rajshahi and Khulna. Under the control of the D. C. & run by a Dy. Magistrate who is designated as Dy. Magte. and Passport Officer).		
3. Asstt. Director .. 3	2. Dy. Asstt. Director 3			
	II—Regional Passport Office, Sylhet.			
	1. Asstt. Director .. 1			
	2. Dy. Asstt. Director 1			
	III—Regional Passport Office, Chittagong, Khulna and Rajshahi.			
	Asstt. Director .. 3			
	Divisional Level			
1. Director 1	Asstt. Director .. 4	District Adjutant 18	Subdivisional * Adjutant ... 64	Assistant Adjutant 239
2. Dy. Director .. 1				
3. Asstt. Director .. 1				
4. Asstt. Adjutant (Stores) 1				

Note—(*) Office of the Deputy Controller, Civil Defence is located at Dacca, Narayanganj, Chittagong, Rajshahi, Jessore, Khulna and Comilla. Office of the Civil Defence Officer is located at Rajshahi, Chittagong, Sylhet and Chandpur. Staff Officers are placed at 35 centres all over Bangladesh.

MINISTRY OF HOME AFFAIRS—Contd.

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
SURVEY OF BANGLADESH					
1. Surveyor-General 1					
2. Director ... 2					
3. Supdt. of Survey ... 5					
4. Manager ... 1					
5. Dy. Director (Admn.) 1					
6. Asstt. Supdt. of Survey 1					
7. Extra Asstt. Supdt. 22					
8. Stores Officer ... 1					
9. Asstt. Manager ... 2					
10. Administrative Officer 2					
DEPARTMENT OF FIRE SERVICE					
	Unclassified Level.	Unclassified Level.	Unclassified Level.		
1. Director ... 1	1. Regional Fire Officer .. 4	Warehouse Inspector .. 21	Station Officer 144		
2. Dy. Director ... 2	2. Asstt. Regional Fire Officer 8		(For equivalent number of Stations).		
3. Asstt. Director ... 2	3. House & Equipment Officer 4				
4. Section Officer ... 2					
5. Maintenance Engineer 1	(The Regional Offices are located at Dacca, Chittagong, Rajshahi and Khulna and Sub-Regional Offices are located at Comilla, Rangpur, Mymensingh and Barisal.)				
Training School.					
1. Commandant ... 1					
2. Instructor ... 2					
3. Station Officer					
Instructor ... 1					

MINISTRY OF HOME AFFAIRS—Concl'd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
CENSUS ORGANISATION					
1. Census Commissioner 1					
2. Jt. Census Commr. 1					
3. Dy. Census Commr. 4					
4. Asstt. Census Commr. 5					
5. Programmer .. 1					
6. Admin. Officer .. 1					
7. Statistical Officer ... 6					

MINISTRY OF INDUSTRIES

Industries Division

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF INDUSTRIES					
Director-General ... 1					
Investment Promotion Wing					
1. Deputy Director-General ... 3		Assistant Director 1			
2. Director ... 6					
3. Deputy Director 4					
4. Assistant Director 15					
Industries Wing					
5. Director ... 1	1. Deputy Director ... 4	Assistant Director ... 6 (Posted at Sylhet, Bogra, Pabna, Comilla, Faridpur and Barisal)			
6. Deputy Director ... 7	2. Asslt. Director ... 5				
7. Assistant Director 11					

Note—Investment Promotion Wing has one Regional Office (Iron and Steel) at C. G. O. Buildings, Agrabad, Chittagong.

MINISTRY OF INDUSTRIES—Concl'd.

Industries Division

National Level. 1.	Unclassified Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF EXPLOSIVES.					
1. Chief Inspector ...	1				
2. Inspector ...	1	I—Office of the Inspector of Explosives, Khulna.			
3. Assistant Inspector	1	(1) Inspector ..	1		
		(2) Asstt. Inspector ..	1		
		II—Office of the Inspector of Explosives, Chittagong.			
		(1) Inspector ..	1		
		(2) Asstt. Inspector ..	1		
CENTRAL TESTING LABORATORIES, DACCA.					
1. Director	1				
2. Dy. Director ..	2*				
3. Asstt. Director ..	4				

- 4. Stores Officer — 1
- 5. Administrative Officer 1
- 6. Senior Examiner ... 5*

**OFFICE OF THE CHIEF
INSPECTOR OF BOILERS.**

- 1. Chief Inspector of
Boilers 1
- 2. Engineer and Inspector of
Boilers 4

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* Includes one Dy. Director and one Senior Examiner who are drawing salary from Central Testing Laboratories Establishment as surplus Officers.

MINISTRY OF INFORMATION AND BROADCASTING

National Level. 1	Unclassified/Regional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
PRESS INFORMATION DEPARTMENT	Regional Information Office, Chittagong.				
1. Principal Information Officer 1	1. Information Officer ... 1				
2. Deputy Principal Infor- mation Officer .. 4	2. Asstt. Information Officer 1				
3. Information Officer 43	Regional Information Office, Khulna.				
4. Assistant Information Officer 5	1. Information Officer ... 1				
5. Administrative Officer 1	2. Assistant Information Officer 1				
6. Business Manager ... 1					
DEPARTMENT OF MASS COMMUNICATION					
1. Director 1	1. Resident Direc- tor -- 5	District Public Relations Offi- cer ... 21	Subdivisional Public Rela- tions Officer 72		
2. Dy. Director -- 4	2. Asstt. Resident Director .. 5				
3. Asstt. Director -- 4	3. Librarian . -- 5				

MINISTRY OF INFORMATION AND BROADCASTING—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified/Regio- nal Level. 6
DEPARTMENT OF MASS COMMUNICATION—					
<i>Concl'd.</i>					
4. Research Officer .. 3					
5. Radio Engineer ... 1					
6. Maintenance Engineer 1					
7. Information Officer 5					
8. Administrative Officer 1					
9. Asstt. Accounts Officer 1					
10. Song Publicity Organiser 1					
11. Additional Song Publicity Organiser .. 1					
12. D.P.R.O. (HQ) .. 2					
13. S.D.P.R.O. (HQ) .. 2					
14. Assistant Maintenance Superintendent (HQ) 1					
DEPARTMENT OF PUBLI- CATIONS					
1. Director .. 1					
2. Deputy Director .. 3					
3. Assistant Director.. 5					
4. Editor .. 2					
5. Assistant Editor ... 5					

6. Research Officer ..	1
7. Manager ...	1
8. Field Exhibition Officer	1
9. Sales Promotion Officer	1
10. Figure Artist-cum Lay Out Expert ...	1
11. Staff Writer ...	3
12. Administrative Officer	1

DEPARTMENT OF FILMS

1. Director ..	1
2. Controller of Film Production ...	1
3. Film Producer ...	1
4. Asstt. Film Producer	3

DEPARTMENT OF RESEARCH AND REFERENCE

1. Director ...	1
2. Deputy Director ...	2
3. Assistant Director ...	4
4. Research Officer ..	8
5. Research Assistant	16

Note—The Bangladesh Parishad is one of the four branches of the Mass Communication Department. The particulars of Bangladesh Parishad has been included in the Department of Mass Communication.

MINISTRY OF INFORMATION AND BROADCASTING—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
OFFICE OF THE BENGALI TRANSLATOR TO GOVERNMENT AND REGISTRAR OF PUBLICATIONS 1. Bengali Translator and Registrar of Publications .. 1 2. Assistant Bengali Translator .. 4					
BANGLADESH BOARD OF FILM CENSORS 1. Secretary ... 1 2. Film Inspector .. 1					
RADIO BANGLADESH 1. Director General .. 1 2. Chief Engineer ... 1 3. Director, News ... 1	Unclassified Level. Dacca, Chittagong, Sylhet, Rajshahi, Rangpur and Khulna Radio Stations.				

MINISTRY OF INFORMATION AND BROADCASTING—Contd.

National Level.		Unclassified Level.		District Level.		Subdivisional Level.		Thana Level.		Union Level.
1		2		3		4		5		6
BANGLADESH TELEVISION		Satellite Station								
1. Director-General	1	1. General Manager ..	1							
2. Director, Programme	1	2. Engineering Manager	1							
3. Director, News ...	1	3. TV Engineer ...	4							
4. Chief Engineer ...	1	4. Asstt. News Editor	1							
5. Director, Administration ...	1	5. Asstt. News Producer	1							
6. Chief Accounts Officer	1	6. Designer ...	1							
7. Chief Chemist ...	1	7. Producer ...	2							
8. Sales Manager ...	1	8. Cameraman ..	2							
9. Principal, Training Institute ...	1	9. Sales Officer --	1							
10. News Editor ...	1									
11. Programme Planning Executive ...	3									
12. News Executive ...	1									
13. Deputy Chief Accounts Officer ...	1									
14. Programme, Purchase and Sales Officer ..	1									

MINISTRY OF HOME AFFAIRS

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified Level. 6
POLICE DIRECTORATE					
1. I.G.P. ... 1	1. D.I.G. ... 5	1. S.P. } 45	1. A.S.P. } 32	1. S.I./O.C.	Circle Inspector 128
2. Addl. I.G.P. ... 2		2. Addl. S.P. }	2. D.S.P. }	2. A.S.I.	
3. D.I.G. ... 7		3. A.S.P. 16	3. Inspector 111	3. H.C.	
4. A.I.G./S.P. ... 30		4. D.S.P. 46	4. S.I.	4. Naik	
5. Addl. S.P. ... 23		5. Inspector 162	5. A.S.I.	5. Constable	
6. D.S.P./A.S.P. ... 41		6. S.I.	6. H.C.		
7. Information officer 1		7. Sergeant	7. Naik		
8. Statistician ... 1		8. A.S.I.	8. Constable		
9. Administrative officer 1		9. Head Constable.			
		10. Naik			
		11. Constable			
PRISONS DIRECTORATE					
1. Inspector-General ... 1	1. D.I.G. ... 4	1. Supdt. of District Jails 14	Sub-Jailor 37		Superintendent, Borstal School 1.
2. Administrative Officer 1	2. Dy. Supdt., of Central Jails ... 4	2. Supdt., Special Jail 1			

Note—(1) There is no post of Superintendent of District Jail in Chittagong Hill Tracts.

(2) D. I. G. of Prisons in the four Divisions are in-charge of Central Jails and have supervisory control over the Districts and affiliated Sub-Jails of the Divisions.

(3) Subdivisional Officer of each Subdivision is in-charge of Subdivisional Jails.

MINISTRY OF HOME AFFAIRS—Contd.

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF CIVIL DEFENCE					
1. Director .. 1	1. Dy. Controller .. 6*				
2. Dy. Director, .. 1	2. Civil Defence Officer 4*				
3. Asstt. Director .. 2	3. Training Officer .. 4				
	4. Officer-in-charge, Combined Central and Report Centre .. 3				
Civil Defence Academy.	5. Staff Officer .. 35*				
1. Commandant ..					
2. Senior Instructor ..					
3. Instructor ..					

DEPARTMENT OF IMMIGRATION AND PASSPORTS.

1. Director 1			I—Regional Passport Office, Dacca.		Dist. Passports and Visa Cells .. 14 (Excluding Dacca, Chittagong, Sylhet, Rajshahi and Khulna. Under the control of the D. C. & run by a Dy. Magistrate who is designated as Dy. Magte. and Passport Officer).		
2. Dy. Director ... 2			1. Asstt. Director .. 2				
3. Asstt. Director .. 3			2. Dy. Asstt. Director 3				
			II—Regional Passport Office, Sylhet.				
			1. Asstt. Director .. 1				
			2. Dy. Asstt. Director 1				
			III—Regional Passport Office, Chittagong, Khulna and Rajshahi.				
			Asstt. Director .. 3				
DEPARTMENT OF ANSARS.			Divisional Level				
1. Director 1			Asstt. Director .. 4		District Adjutant 18	Subdivisional * Assistant Adjutant ... 64	Assistant Adjutant 239
2. Dy. Director .. 1							
3. Asstt. Director .. 1							
4. Asstt. Adjutant (Stores) 1							

Note—(*) Office of the Deputy Controller, Civil Defence is located at Dacca, Narayangonj, Chittagong, Rajshahi, Jessore, Khulna and Comilla. Office of the Civil Defence Officer is located at Rajshahi, Chittagong, Sylhet and Chandpur. Staff Officers are placed at 35 centres all over Bangladesh.

MINISTRY OF HOME AFFAIRS—Contd.

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
SURVEY OF BANGLADESH					
1. Surveyor-General 1					
2. Director ... 2					
3. Supdt. of Survey ... 5					
4. Manager ... 1					
5. Dy. Director (Admn.) 1					
6. Asstt. Supdt. of Survey 1					
7. Extra Asstt. Supdt. 22					
8. Stores Officer ... 1					
9. Asstt. Manager ... 2					
10. Administrative Officer 2					
DEPARTMENT OF FIRE SERVICE					
	Unclassified Level.	Unclassified Level.	Unclassified Level.		
1. Director ... 1	1. Regional Fire Officer 4	Wirehouse Inspector ... 21	Station Officer 144		
2. Dy. Director ... 2	2. Asstt. Regional Fire Officer ... 8		(For equivalent number of Stations).		
3. Asstt. Director ... 2	3. House & Equipment Officer ... 4				
4. Section Officer ... 2					
5. Maintenance Engineer 1	(The Regional Offices are located at Dacca, Chittagong, Rajshahi and Khulna and Sub-Regional Offices are located at Comilla, Rangpur, Mymensingh and Barisal.).				
1. Commandant ... 1					
2. Instructor ... 2					
3. Station Officer/Instructor ... 1					

<i>Wing Level.</i>	<i>Company Level.</i>	<i>Platoon Level.</i>
1. Asstt. Director.	Subedar	Naib Subedar
2. Dy. Asstt. Director.		
3. Sub. Major		
4. Naib Subedar		
5. Sub-Assistant Surgeon.		

MINISTRY OF HOME AFFAIRS—Concl'd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
CENSUS ORGANISATION					
1. Census Commissioner 1					
2. Jt. Census Commr. 1					
3. Dy. Census Commr. 4					
4. Asstt. Census Commr. 5					
5. Programmer .. 1					
6. Admin. Officer ... 1					
7. Statistical Officer ... 6					

Industries Division473

Note—Investment Promotion Wing has one Regional Office (Iron and Steel) at C. G. O. Buildings, Agrabad, Chittagong.

MINISTRY OF INDUSTRIES—Concl'd.

Industries Division

National Level. 1	Unclassified Level. 2	District Level.	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF EXPLOSIVES.					
1. Chief Inspector .. 1					
2. Inspector ... 1	I—Office of the Inspector of Explosives, Khulna.				
3. Assistant Inspector .. 1	(1) Inspector .. 1				
	(2) Asstt. Inspector .. 1				
	II—Office of the Inspector of Explosives, Chittagong.				
	(1) Inspector .. 1				
	(2) Asstt. Inspector .. 1				
CENTRAL TESTING LABORATORIES, DACCA.					
1. Director .. 1					
2. Dy. Director .. 2*					
3. Asstt. Director .. 4					

6. Labour Inspector (General) .. 2

Khulna Division, Khulna.

1. Deputy Chief Inspector (General) .. 1

2. Inspector (Engineering) 1

3. Inspector (Medical) 1

4. Asstt. Chief Inspector (General) — 1

5. Dock Labour Safety Officer .. 1

6. Labour Inspector (General) — 2

Rajshahi Division, Bogra.

1. Deputy Chief Inspector (General) — 1

2. Inspector (Engineering) 1

3. Inspector (Medical) 1

4. Asstt. Chief Inspector (General) .. 1

5. Labour Inspector (General) 2

VII Khulna

Inspector, Shops and Establishments 3

VIII Barisal

Inspector, Shops and Establishments

IX Patnakhali

Inspector, Shops and Establishments

X Rajshahi

Inspector, Shops and Establishments

XI Bogra

Inspector, Shops and Establishments

XII Pabna

Inspector, Shops and Establishments

XIII Dinajpur

Inspector, Shops and Establishments

XIV Jessore

Inspector, Shops and Establishments 1

XV Kushtia

Inspector, Shops and Establishments 1

MINISTRY OF LABOUR AND SOCIAL WELFARE—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
MINIMUM WAGES BOARD					
1. Chairman ... 1					
2. Secretary ... 1					
LABOUR APPELLATE TRIBUNAL					
1. Member .. 1					
2. Registrar ... 1					
LABOUR COURT—I, DACCA					
	1. Chairman ... 1				
	2. Registrar .. 1				
LABOUR COURT—II, DACCA					
	1. Chairman .. 1				
	2. Registrar 1				

MINISTRY OF LABOUR AND SOCIAL WELFARE—Contd.

National Level. 1	Divisional Level. 2	Unclassified Level. 3	District/ Subdivisional Level. 4	Thana Level. 5
DIRECTORATE OF SOCIAL WELFARE				
1. Director 1	1. Asstt. Director .. 1	I. Day Care Centre for Chil- dren, Dacca.		
2. Addl. Director .. 1	2. Social Welfare Organiser (VA) .. 1	Social Welfare Organiser 1		
3. Deputy Director .. 3	Training and Rehabili- tation Institutions for the Physically Handi- capped—	II. Baby Home, Dacca.		
4. Asstt. Director .. 4		Social Welfare Organiser 1		
5. Controller of Vagrancy 1	(a) Deaf and Dumb School	III. Integrated Educational Programme for Blind Children.		
6. Chief Probation Officer 1	(b) Blind School	Officer-in-charge, Training 1		
7. Statistician .. 1	(c) Workshop			
8. Economist .. 1	(There is no sanctioned post to hold the overall charge of the above Ins- titutions. Blind and Deaf and Dumb Schools are headed by Head Masters, and the Work- shop is headed by Works Manager. A Senior Social Welfare Organiser is placed to act as Officer- in-charge of each of these Institutions.)	IV. State Orphanages.		
9. Dy. Asstt. Director 4		Superintendent. .. 17		
10. Chief Medical Social Worker 1		V. Urban Community Development Projects (52)		
11. Supdt., Institute of Correctional Services 1		Social Welfare Organiser 104		
12. Asstt. Superintendent, Instt. of Correctional Services 1		VI. Youth Welfare Centre (17)		
		Social Welfare Organiser 17		

VII. School Social Work Units.		
Social Welfare Organiser	10	
VIII. Medical Social Work Units.		
S.W.O. (Medical College Hospitals and other Hospitals)	18	
IX. Probation Service.		
Probation Officer ...	14	
X. Care, Protection, Education, Training and Rehabilitation of Orphans and Destitute Women.		
Superintendent ..	62	
XI. Vagrants' Home.		
Manager	2	
XII. Blind School, Barisal.		
Headmaster ...	1	
XIII. Deaf and Dumb School Chandpur and Faridpur.		
Headmaster ..	2	

MINISTRY OF LAND ADMINISTRATION AND LAND REFORMS

National Level.	Unclassified/Regional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DIRECTORATE OF LAND RECORDS AND SURVEYS					
1. Director -- 1	Settlement Officer -- 4				
2. Additional Director ... 1	Charge Officer ... 10				
3. Deputy Director -- 3	Appeal Officer -- 4				
4. Charge Officers for Inter-State Boundary Demarcation Works ... 4	Final Janch Officer -- 3				
5. Asstt. Director 2	Asistant Settlement Officer (HQ.) -- 3				
6. Settlement Press Officer -- 1	Dy. Collector Asstt. Settlement Officer .. 16				
	Sub-Deputy Collector Asstt. Settlement Officer .. 25				
CONTROLLER OF REVENUE ACCOUNTS					
	Divisional Level.				
1. Controller ... 1	Asstt. Controller ... 5				
2. Asstt. Controller ... 2					

MINISTRY OF LAND ADMINISTRATION AND LAND REFORMS—Concl'd.

National Level.	Divisional Level.	District Level.	Unclassified Level.	Thana Level.	Union Level.
1	2	3	4	5	6
REGISTRATION DIRECTORATE 1. Inspector-General ... 1 2. Asstt. Inspector-General 1 3. Inspector, Registration 2		1. District Registrar.. 16 2. District Sub-Registrar.. 2	Sub-Registrar 315 (At different selected centres.)		

MINISTRY OF LAW AND PARLIAMENTARY AFFAIRS

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Unclassified Level. 5	Union Level. 6
SUPREME COURT OF BANGLADESH					
1. Chief Justice .. 1		1. District and Sessions Judge (Excl. Chittagong H. T.).. 18	Munsiff .. 63	Munsiff .. 16	
2. Registrar .. 1					
Appellate Division.					
1. Supreme Court Judge 2		2. Addl. District and Sessions Judge (Excl. Noakhali and Chittagong H.T.)—24.			
2. Addl. Registrar .. 1					
3. Asstt. Registrar .. 1		3. Special Judge—5			
4. Private Secy. to the Chief Justice .. 1		4. Sub-Judge 39			
High Court Division.		5. Munsiff 51			
1. Supreme Court Judge .. 10+1*					
2. Deputy Registrar .. 1					
3. Secy. to the Chief Justice 1					
4. Asstt. Registrar .. 4					

*On deputation to Labour Appellate Tribunal.

MINISTRY OF LAW AND PARLIAMENTARY AFFAIRS—Contd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
OFFICE OF THE ADMINISTRATOR-GENERAL AND OFFICIAL TRUSTEE 1. Administrator-General and Official Trustee .. 1 2. Inspector .. 1 OFFICE OF THE ATTORNEY-GENERAL 1. Attorney-General .. 1 2. Addl. Attorney-General 1 3. Deputy Attorney-General 3 4. Assistant Attorney General .. 9 OFFICE OF THE OFFICIAL RECEIVER, SUPREME COURT (HIGH COURT DIVISION) - Official Receiver					

OFFICE OF THE REGISTRAR OF MONEY LENDERS

Registrar .. 1

INCOME TAX APPELLATE TRIBUNAL

President .. 1

Accountant Member .. 1

Judicial Member .. 1

Registrar .. 1

Assistant Registrar .. 1

Note—(1) The work of various Estates and Trusts under the management and control of the Administrator-General and Official Trustee at different Districts and Subdivisions are being managed by occasional tours of the Administrator-General and Official Trustee, his Inspector and other staff as and when necessary.

(2) The Inspector and other staff perform the work of various Estates and Trusts at Thana Level as and when necessary.

MINISTRY OF LAW AND PARLIAMENTARY AFFAIRS—Concl'd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
BANGLADESH ELECTION COMMISSION 1. Chief Election Commissioner. .. 1 2. Election Commissioner .. 1 3. Secretary 1 4. Deputy Secretary .. 2 5. Public Relations Officer 1 6. Assistant Secretary .. 7 7. Research Officer .. 1 8. Election Officer .. 7	Deputy Election Commissioner .. 4		Election Officer 80		

MINISTRY OF LOCAL GOVERNMENT, RURAL DEVELOPMENT AND CO-OPERATIVES

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DIRECTORATE OF PUBLIC HEALTH ENGINEERING					
1. Chief Engineer — 1	1. Superintending Engineer ... 4	1. Executive Engineer., 12	1. Assistant Engineer .. 63		
2. Deputy Chief Engineer 1	2. Executive Engineer ... 3	(One in each District excepting Faridpur, Tangail, Noakhali, Chittagong Hill Tracts, Bogra, Dinajpur, Patuakhali and Kushtia but Dacca has three and Chittagong, Jessore, Rangpur, Comilla and Barisal have two each.)	(With more than one post in some Subdivisions)		
3. Superintending Engineer 1	3. Assistant Engineer ... 6				
4. Project Director .. 1					
5. Executive Engineer ... 6					
6. Assistant Engineer 17					
7. Senior Hydrogeologist 1					
8. Junior Hydrogeologist 1					
9. Administrative Officer 1					
10. Senior Chemist .. 1					
11. Junior Chemist .. 1					

MINISTRY OF LOCAL GOVERNMENT, RURAL DEVELOPMENT AND CO-OPERATIVES—Concl'd.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
CO-OPERATIVE DEPARTMENT					
1. Registrar ... 1	1. Regional Dy. Registrar 4	1. Assistant Registrar ... 39	1. Subdivisional Co-op. Officer 63	1. Thana Co-operative Officer 413	
2. Joint Registrar ... 4	2. Dy. Registrar (Weavers) 3	2. District Auditor ... 60	2. Inspector 489	2. Assistant Inspector 1,332	
3. Chief Auditor ... 1*	3. Asstt. Registrar ... 14	3. Inspector H. Q. ... 20	3. Field Investigator ... 18		
4. Deputy Registrar ... 10	4. District Auditor .. 4	4. Marketing Officer ... 14	4. Instructor of P/Unit ... 54		
5. Project Officer Research 1	5. Marketing Officer .. 4	5. Technical Supervisor... 1	5. Asstt. Instructor, P/Unit 54		
6. Professor of Co-operative College ... 2		6. Weaving Expert ... 10			
7. Asstt. Registrar .. 13		7. Weaving Supervisor ... 31			
8. Section Officer ... 5		8. Slasher Sizer .. 1			
9. Research Officer ... 2					
10. Statistician .. 4					
11. Administrative Officer 1					
12. Accounts Officer ... 1					
13. District Auditor ... 1					

14. Inspector	5				
15. Asstt. Inspector	3				
16. Field Investigator	12				
17. Research Investigator	6				
18. Marketing Officer	1				
19. Textile Designer	1				
20. Inspector, P/Unit	1				
21. Asstt. Instructor, P/Unit	1				

*Lying vacant. One post of Deputy Registrar of Co-operative Societies (Audit) has been created in lieu of the post of Chief Auditor.

MINISTRY OF NATURAL RESOURCES, SCIENTIFIC & TECHNOLOGICAL RESEARCH & ATOMIC ENERGY

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
	2	3	4	5	6
BUREAU OF MINERAL DEVELOPMENT					
I. Director 1					
GEOLOGICAL SURVEY OF BANGLADESH					
Director-General 1					
Dy. Director-General 1					
Director 2					
Deputy Director 4					
Assistant Director 10*					
Superintending Chemist 1					
Senior Chemist 1					
Chemist 2					
Superintending Geophysicist 1					
Geophysicist 2					
Assistant Geophysicist 3					

MINISTRY OF NATURAL RESOURCES, SCIENTIFIC & TECHNOLOGICAL RESEARCH & ATOMIC ENERGY—*Concl'd.*

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
GEOLOGICAL SURVEY OF BANGLADESH— <i>Concl'd.</i>					
12. Senior Drilling Engineer 1					
13. Drilling Engineer .. 2					
14. Assistant Director 16*					
15. Assistant Chemist .. 2					
16. Assistant Drilling Engineer 10					
17. Assistant Photographer 2					
18. Administrative Officer 2					
19. Assistant Accounts Officer .. 1					
20. Progress Officer .. 1					
21. Workshop Superintendent 1					
22. Stores Officer .. 1					
23. Head Surveyor .. 1					
24. Assistant Curator .. 1					

*The Number of Assistant Director, Class I and Class II is 10 and 16 respectively

MINISTRY OF PLANNING

National Level.	Unclassified Level.	Field Level.
1	2	
BANGLADESH BUREAU OF STATISTICS	Regional Office—Dacca, Chittagong, Rajshahi, Khulna, Rangpur and Sylhet.	
1. Director 1	1. Regional Survey Officer/ Statistical Officer 6	Field Office—One in each District Headquarters as well as at Jamalpur, Madaripur, Magura, Chandpur, Cox's Bazar, Feni, Kurigram and Sreemangal.
2. Head Statistician 1		
3. Chief Statistical Officer 1		
4. Superintendent, Machine Tabulation 1		1. Field Supervisor/ Statistical Investigator ... 27
5. Statistician 3		
6. Assistant Statistician 3		
7. Intelligence Officer 1		
8. Publication Officer 1		
9. Research Officer 4		
10. Project Officer 1		
11. Regional Survey Officer 4		
12. Statistical Officer 4		
13. General Manager (Computer Centre) 1		
14. Sr. System Analyst (Computer Centre). 2		

MINISTRY OF PLANNING—Concl'd.

National Level. 1	Unclassified Level. 2	Field Level. 3
BANGLADESH BUREAU OF STATISTICS—Concl'd. 15. Sr. Programmer (Computer Centre) .. 1 16. System Analyst (Computer Centre) .. 1 17. Programmer (Computer Centre) .. 2 18. P.A. to Director .. 1 19. Asstt. Secretary (Statistical Council) .. 1 20. Librarian .. 1		
OFFICE OF THE CHIEF, TRANSPORT SURVEY 1. Chief .. 1 2. Transport Economist 6 3. Research Officer 4 4. Administrative Officer 1		

MINISTRY OF POST, TELEGRAPH AND TELEPHONE

National Level. 1	Postal Circle Level. 2	Postal Divisional Level. 3	Postal Subdivisional Level. 4	Thana Level and Below. 5
DEPARTMENT OF POST OFFICES.				
1. Director-General .. 1	I. Eastern Circle, Dacca.	A. Eastern Circle.	Eastern and Western Circles.	I. Eastern Circle.
2. Deputy-Director-General. ... 3	1. Postmaster-General 1	I. Dacca Postal Unit.	1. Inspector, Post Offices (one or more for each Subdivisional HQ.) 95	1. Postmasters—
3. Asstt. Director-General. ... 4	2. Dy. Postmaster-General. ... 2	1. Senior Postmaster .. 1	2. Inspector, R.M.S. (At selected Railway/Steamer Junctions) .. 18	(a) Sub-P.Os. ... 573
4. Director ... 2	3. Dy. P.M.G.-cum-Controller of Post Offices. ... 1	2. Superintendent, Foreign Post. 1	3. Inspector 62*	(b) Extra Departmental Sub-P.Os. ... 197
5. Asstt. Dy. Director-General ... 4	4. Asstt. Postmaster-General. ... 3	3. Dy. Controller ... 2		(c) Departmental Branch P.Os. ... 12
6. Philatelic Officer ... 1	5. Medical Officer ... 2	4. Supdt., (R.M.S. Unit). 1		(d) Extra Departmental Branch P.Os. 2,609
7. Asstt. Director ... 4	6. Asstt. Director ... 4	5. Asstt. Director, Bags Control Office. ... 1		2. Overseers ... 250(1)
8. Senior Accounts Officer. ... 1	7. Accounts Officer .. 1	6. Supdt., F.M.O. ... 1		II. Western Circle.
9. Assistant Engineer 1	8. Asstt. Engineer ... 1	7. Supdt., P.O. ... 1		I. Postmasters—
10. Accounts Officer ... 1	9. Security Officer ... 1	8. Supdt., Sorting and Air Division. ... 1		(a) Sub-P.Os. ... 418
11. Chief Superintendent .. 1	10. Asstt. Controller, Stamps. ... 1	9. P.M. (Savings-G.P.O.) 1		(b) Extra Departmental P.Os. ... 142
	P.L.I. Unit.	10. Principal, P.T.C. ... 1		(c) Departmental Branch P.Os. ... 8
	1. General Manager 1	11. Vice-Principal, P.T.C. 1		(d) Extra Departmental Branch P.Os. 2,784
	2. Director ... 2	12. P.M. (Treasury, G.P.O.) ... 1	P.L.I.	2. Overseers ... 234(1)
	3. Asstt. General Manager. ... 2	13. P.M. (Delivery, G.P.O.) 1	1. Inspector, PLI, Dacca (For all Subdivisions of Dacca and Tangail excluding Narayan-ganj Subdivision) 1	
		14. Training Officer. ... 1		

Note—(1) There are 484 Overseers throughout rural areas of Bangladesh under Inspector of P. Os. for supervision of delivery work of Rural Branch Offices.

* (a) Higher Selection Grade, H.Q. (At some District and Subdivisional HQs)—6; (b) Lower Selection Grade H.Qs (At some Subdivisional Head-Quarters)—8; and (c) Lower Selection Grade Sub-Offices (At some Subdivisional Head-Quarters)—48.

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

Natio nal Lev l.	Postal Circle Level.	Postal Divisional Level.	Postal Subdivisional Level.	Thana Level and Below.
1	2	3	4	5
DEPARTMENT OF POST OFFICES—Contd.	5. Sr. Accounts Officer 1	15. Supdt., Accounts (Foreign Post) 1	2. Inspector, P.L.I., Narayanganj 1	
	6. Accounts Officer 2	16. P.M., Dacca Sadar 1	3. Inspector, P.L.I., Mymensingh 1	
	H. Western Circle, Khulna.			
	1. Postmaster-General 1	II. Narayanganj Postal Unit.	4. Inspector, P.L.I., Chittagong (for all (Subdivisions of Chittagong and Chitta- gong H.T.) 1	
	2. Dy. Postmaster- General 2	1. Supdt., P.O. 1	5. Inspector, P.L.I., Noakhali 1	
	3. Asstt. Postmaster- General 2	2. Postmaster 1	6. Inspector, P.L.I., Comilla 1	
	4. Medical Officer 1	III. Mymensingh Postal Unit.	7. Inspector, P.L.I., Sylhet (for all Sub- divisions of Sylhet excluding Habiganj and Moulvi Bazar Subdivisions) 1	
	5. Asstt. Director 4	1. Supdt., P.O. 1	8. Inspector, P.L.I., Habiganj (for Habi- ganj and Moulvi Bazar subdivisions) 1	
	6. Accounts Officer 1	2. Postmaster 1	9. Inspector, P.L.I., Barisal 1	
	7. Security Officer 1	IV. Tangail Postal Unit.		
		1. Supdt., P.O. 1		
		V. Chittagong Postal Unit.		
		1. Senior Postmaster 1		
		2. Supdt., P.O. 1		
		3. Postmaster (Savings) 1		
		4. Postmaster (Delivery) 1		
		4. Asstt. Director 8		

VI. Comilla Postal Unit.

- | | |
|----------------|---|
| 1. Supdt. P.O. | 1 |
| 2. Postmaster | 1 |

VII. Noakhali Postal Unit.

- | | |
|-----------------|---|
| 1. Supdt., P.O. | 1 |
|-----------------|---|

VIII. Sylhet Postal Unit.

- | | |
|------------------|---|
| 1. Supdt. P.O. | 1 |
| 2. Postmaster .. | 1 |

IX. Habiganj Postal Unit.

- | | |
|-----------------|---|
| 1. Supdt., P.O. | 1 |
|-----------------|---|

B. Western Circle

I. Khulna Postal Unit.

- | | |
|--------------------------|---|
| 1. Supdt. P.O. | 1 |
| 2. Supdt. (RMS Units) .. | 1 |
| 3. Postmaster .. | 1 |
| 4. Principal, P.T.C. .. | 1 |

II. Jessore Postal Unit.

- | | |
|-------------------|---|
| 1. Supdt. P.O. .. | 1 |
| 2. Postmaster .. | 1 |

III. Kushtia Postal Unit.

- | | |
|--------------------|---|
| 1. Supdt., P.O. .. | 1 |
|--------------------|---|

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Concl.

National Level. 1	Postal Circle Level. 2	Postal Divisional Level. 3	Postal Subdivisional Level. 4	Thana Level and Below. 5
DEPARTMENT OF POST OFFICES—Concl.		<i>IV. Barisal Postal Unit.</i>		
		1. Supdt., P.O. ..	1	
		2. Postmaster ..	1	
		<i>V. Patuakhali Postal Unit.</i>		
		1. Supdt., P.O. ..	1	
		<i>VI. Rajshahi Postal Unit.</i>		
		1. Supdt., P.O. ..	1	
		2. Postmaster ..	1	
		3. Training Officer, P.T.C. ..	1	
		<i>VII. Dinajpur Postal Unit.</i>		
		1. Postmaster ..	1	
		<i>VIII. Faridpur Postal Unit.</i>		
		1. Supdt., P.O. ..		
		<i>IX. Pabna Postal Unit.</i>		
		1. Postmaster ..	1	
		<i>X. Bogra Postal Unit.</i>		
		1. Supdt., P.O. ..		
		2. Postmaster ..		

XI. Rangpur Postal Unit.

1. Supdt., P.O. .. 1
2. Postmaster .. 1

C. PLI Field Office.

1. Asstt. Director, Field,
Dacca (for Dacca,
Mymensingh and
Tangail Districts) 1
2. Asstt. Director, Field,
Sylhet (for Sylhet and
Comilla Districts) 1
3. Asstt. Director, Field,
Chittagong (for
Chittagong, Chittagong
H.T. and Noakhali
Districts) .. 1
4. Asstt. Director, Field,
Barisal (for Barisal,
Patuakhali and Farid-
pur Districts) .. 1
5. Asstt. Director, Field,
Khulna (for Khulna
Kushtia and Jessore,
Districts) .. 1
6. Asstt. Director, Field,
Rajshahi (for Rajshahi
Pabna and Bogra
Districts) .. 1
7. Asstt. Director, Field,
Rangpur (for Rangpur
and Dinajpur Districts)
... 1

Note—1. Number of Post Masters of different categories indicate the number of Post Offices of different categories in Bangladesh.

2. There exists at least one Post Office in each thana; one in almost every Union and one in each compact Village having a population of 5,000 and above. On the average, there is a post office for every 11,000 people in Bangladesh.

3. Total manpower position in Bangladesh Post Office:—

Total number of Gazetted Officers	..	..	..	..	127
Total number of Non-Gazetted departmental employees	..	..	..	..	12,921
Total number of Extra Departmental employees	..	..	..	..	11,944
Grand Total					<u>24,992</u>

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—*Contd.*

National Level. 1	Unclassified Level (Regional Offices). 2	Unclassified Level (Subordinate Offices.) 3
DEPARTMENT OF TELEGRAPH AND TELEPHONE	I. Office of the General-Manager, Eastern Telecom. Region (G.M.E.T.R.), Dacca.	I. Office of the Superintendent, Telegraph Offices.
1. Director-General 1	1. General-Manager	<i>At Mymensingh.</i>
2. Chief Engineer 1	2. Director	1. Superintendent in-charge 1
3. Deputy Director-General ... 2	3. Asstt. General-Manager	<i>At Chittagong.</i>
4. Director 5	4. Divisional Engineer ..	1. Superintendent in-charge 1
5. Divisional Engineer 12	5. Assistant Director ...	2. Assistant Superintendent 1
6. Assistant Divisional Engineer ... 2	6. Assistant Engineer	3. Assistant Surgeon 1
7. Assistant Engineer 15	7. Welfare Officer	<i>At Comilla.</i>
8. Asstt. Dy. Director-General (T) 1	8. Security Officer	1. Superintendent in-charge 1
9. Assistant Director (T) ... 1	9. Assistant Accounts Officer	<i>At Barisal.</i>
10. Senior Accounts Officer ... 1	10. Medical Officer	1. Superintendent in-charge 1
1. Accounts Officer 3	11. Assistant Surgeon	<i>At Rangpur.</i>
2. Administrative Officer 1	12. Lady Assistant Surgeon	1. Superintendent in-charge 1
	13. Radiologist	<i>At Bogra.</i>
	14. Superintendent in-charge (Telegraph)	1. Superintendent in-charge 1
		<i>At Khulna.</i>
		1. Superintendent in-charge 1

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

National Level. 1	Unclassified Level (Regional Offices). 2	Unclassified Level (Subordinate Offices). 3
DEPARTMENT OF TELEGRAPH AND TELEPHONE—Contd.	3. Assistant Engineer 1	<i>At Dinajpur.</i>
	4. Assistant Accounts Officer 1	1. Subdivisional Officer (T) 1
	V. Office of the Director, Microwave and HF, Dacca.	<i>At Rangpur.</i>
	1. Director 1	1. Subdivisional Officer 1
	2. Assistant Engineer 1	V. Office of the Divisional Engineer, Telegraph
	VI. Office of the Director, Coaxial Cable, Dacca.	<i>At Dacca.</i>
	1. Director 1	1. Divisional Engineer 1
	2. Assistant Engineer 1	2. Deputy Divisional Engineer 1
	VII. Office of the Director, Telegraph Stores and Workshop, Dacca.	3. Subdivisional Officer (T) 1
	1. Director 1	<i>At Mymensingh.</i>
	2. Assistant Engineer 1	1. Subdivisional Officer (T) 1
	VII. Office of the Director, Telegraph Stores and Workshop, Dacca.	2. Assistant Engineer (P) 1
	1. Director 1	VI. Office of the Divisional Engineer, Telegraph.
	2. Assistant Director 1	<i>At Rajshahi.</i>

**VIII. Office of the Director, Satellite
(Satt.), Chittagong.**

1. Director	...	...	1
2. Divisional Engineer	...	...	2
3. Asstt. Engineer	...	...	2

**IX. Office of the Director, Phones,
Chittagong.**

1. Director	...	...	1
2. Assistant Director	...	...	2

**X. Office of the Senior Accounts Officer,
Telephone Revenue.**

At Dacca.

1. Senior Accounts Officer	...	...	1
2. Accounts Officer	...	...	1
3. Assistant Accounts Officer	...	...	3
4. Data Processing Officer	...	...	1

At Chittagong.

Assistant Accounts Officer	...	...	1
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**XI. Office of the Senior Accounts Officer,
Telegraph Stores and Workshop. Dacca.**

1. Senior Accts. Officer	...	...	1
2. Asstt. Accts. Officer	...	...	1

At Kushtia.

1. Subdivisional Officer (T)	...	...	1
2. Assistant Engineer (P)	...	...	1

At Pabna.

1. Assistant Engineer, (P)	...	...	1
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At Faridpur.

1. Assistant Engineer (P)	...	...	1
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**VII. Office of the Divisional Engineer,
Telegraph.**

At Comilla.

1. Divisional Engineer	...	...	1
2. Subdivisional Engineer	...	...	1

At Sylhet.

1. Subdivisional Officer	...	...	2
2. Asstt. Engineer (P)	...	...	1

At Chittagong.

1. Subdivisional Officer (T)	...	...	1
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At Noakhali.

1. Subdivisional Officer (T)	...	...	1
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At Chawmuhan.

1. Asstt. Engineer (P)	...	...	1
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MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

National Level. 1	Unclassified Level (Regional Offices). 2	Unclassified Level (Subordinate Offices). 3
DEPARTMENT OF TELEGRAPH AND TELEPHONE—Contd.	XII. Office of the Controller, Telegraph Stores. <i>At Dacca.</i> 1. Controller 1 2. Asstt. Engineer 4 <i>At Chittagong.</i> Officer-in-Charge 1 <i>At Khulna.</i> Officer-in-Charge 1 <i>At Bogra.</i> Asstt. Engineer 1 XIII. Office of the Divisional Engineer, Tele-Com. Training Centre. <i>At Dacca.</i> 1. Divisional Engineer 1 2. Asstt. Engineer 13 3. Asstt. Accounts Officer 1 4. Asstt. Superintendent 1	<i>At Chandpur.</i> 1. Asstt. Engineer (P) 1 VIII. Office of the Divisional Engineer, (Electrical-I) <i>At Dacca.</i> 1. Divisional Engineer 1 2. Asstt. Engineer 5 <i>At Chittagong.</i> 1. Asstt. Engineer 2 IX. Office of the Divisional Engineer (Electrical-II) <i>At Dacca.</i> 1. Divisional Engineer 1 <i>At Khulna.</i> 1. Asstt. Engineer 1 <i>At Rangpur.</i> 1. Asstt. Engineer 1

At Khulna.

1. Asstt. Engineer 4

**XIV. Office of the Divisional Engineer,
Research, Dacca.**

1. Divisional Engineer 1

2. Asstt. Engineer (Res.) .. 2

3. Asstt. Engineer (Test.) .. 1

**XV. Office of the Divisional Engineer
(EPIC), Dacca.**

1. Divisional Engineer 1

2. Asstt. Engineer 1

**XVI. Office of the Superintendent,
Telegraph Workshop, Dacca.**

1. Superintendent 1

2. Asstt. Supdt. 1

3. Labour Officer 1

4. Asstt. Surgeon 1

At Kushtia.

1. Asstt. Engineer 2

X. Office of the Divisional Engineer, Carrier

At Dacca.

1. Divisional Engineer 1

2. Asstt. Engineer, 4

At Chittagong.

1. Asstt. Engineer 1

At Kushtia.

1. Asstt. Engineer 1

**XI. Office of the Divisional Engineer, Buildings,
Dacca.**

1. Divisional Engineer 1

2. Asstt. Engineer 1

**XII. Office of the Divisional Engineer,
Microwave, MTC**

At Dacca.

Divisional Engineer 1

Asstt. Engineer 1

Asstt. Engineer 1

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

National Level.	Unclassified Level (Regional Offices.)	Unclassified Level (Subordinate Offices.)
1	2	3
DEPARTMENT OF TELEGRAPH AND TELEPHONE—Contd.		<i>At Begumgonj.</i>
		1. Asstt. Engineer 1
		<i>At Kushtia.</i>
		1. Assistant Engineer 1
		<i>At Hajigonj.</i>
		1. Assistant Engineer 1
		XIII. Office of the Divisional Engineer, Eastern Wireless Division.
		<i>At Dacca.</i>
		1. Divisional Engineer 1
		2. Asstt. Engineer 9
		<i>At Joydebpur.</i>
		1. Asstt. Engineer 1
		XIV. Office of the Divisional Engineer, Wireless.
		<i>At Chittagong.</i>
		1. Divisional Engineer 1
		2. Asstt. Engineer 5

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

National Level.	Unclassified Level (Regional Office).	Unclassified Level (Subordinate Offices).
1	2	3
DEPARTMENT OF TELEGRAPH AND TELEPHONE— <i>Contd.</i>		<i>At Sylhet.</i>
		1. Asstt. Engineer 2
		<i>At Bogra.</i>
		1. Asstt. Engineer 1
		<i>At Jamalpur</i>
		1. Asstt. Engineer 1
		<i>At Rangpur.</i>
		1. Asstt. Engineer 1
		<i>At Chandpur, Moulvi Bazar and Hajigonj</i>
		1. Asstt. Engineer 1
		XVIII. Office of the Divisional Engineer, Wireless, Radio Terminal, Dacca.
		1. Divisional Engineer 1
		2. Asstt. Engineer 8

**XIX. Office of the Divisional Engineer,
Trunks, Dacca.**

1. Divisional Engineer,	1
2. Asstt. Engineer, .. .	7

**XX. Office of the Divisional Engineer
(Internal—I), Dacca.**

1. Divisional Engineer	1
2. Asstt. Engineer (P) .. .	7

**XXI. Office of the Divisional Engineer
(Internal—II), Dacca.**

1. Divisional Engineer	1
2. Asstt. Engineer (P)	5

**XXII. Office of the Divisional Engineer
(External), Dacca.**

1. Divisional Engineer	1
2. Subdivisional Officer, (P) .. .	6
3. Asstt. Engineer .. .	2

**XXIII. Office of the Divisional Engineer
(Capital Exchange).**

At Dacca.

1. Divisional Engineer,	1
2. Subdivisional Officer (P) .. .	3
3. Asstt. Engineer (P) .. .	4

At Gulshan.

1. Asstt. Engineer (P) .. .	1
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At Narayangonj

1. Asstt. Engineer .. .	1
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MINISTRY OF POST TELEGRAPH AND TELEPHONE—Contd.

National Level. 1	Unclassified Level (Regional Offices). 2	Unclassified Level (Subordinate Offices). 3
DEPARTMENT OF TELEGRAPH AND TELEPHONE— <i>Contd.</i>		XXIV Office of the Divisional Engineer, Cyclone <i>At Chittagong.</i> 1. Divisional Engineer .. 1 2. Asstt. Engineer .. 1 <i>At Noakhali.</i> Asstt. Engineer .. 1 XXV Office of the Divisional Engineer, Cyclone. <i>At Barisal.</i> 1. Divisional Engineer .. 1 2. Asstt. Engineer .. 1 <i>At Khulna.</i> Asstt. Engineer .. 1

**XXVI Office of the Divisional Engineer (Dev.-1),
Dacca.**

1. Divisional Engineer	...	1
2. Assistant Engineer	...	1
3. Area Installation Engineer	/	1

**XXVII Office of the Divisional Engineer (Dev.-II),
(Not Furnished).**

**XXVIII Office of the Divisional Engineer (Dev.-III),
Dacca.**

1. Divisional Engineer	—	1
2. Assistant Engineer	..	3..

**XXIX Office of the Divisional Engineer (Dev.-IV),
Dacca.**

1. Divisional Engineer	...	1
2. Assistant Engineer	...	4

**XXX Office of the Divisional Engineer (Dev.-V),
Dacca.**

1. Divisional Engineer	—	1
2. Assistant Engineer	---	3

MINISTRY OF POST, TELEGRAPH AND TELEPHONE—Contd.

National Level. 1	Unclassified Level (Regional Offices). 2	Unclassified Level (Subordinate Offices). 3
DEPARTMENT OF TELEGRAPH AND TELEPHONE—Contd.		XXXI Office of the Divisional Engineer, Microwave Rehabilitation, Dacca. 1. Divisional Engineer .. 1 2. Assistant Engineer .. 1 XXXII Office of the Divisional Engineer, Microwave Survey, Dacca. 1. Divisional Engineer .. 1 2. Assistant Engineer .. 3 XXXIII Office of the Divisional Engineer, Microwave Construction, Dacca. 1. Divisional Engineer .. 1 2. Assistant Engineer .. 3 XXXIV Office of the Divisional Engineer (C.C. Dev-I), Dacca. 1. Divisional Engineer .. 1 2. Assistant Engineer .. 2 XXXV Office of the Divisional Engineer (C.C. Dev-II), Dacca. 1. Divisional Engineer .. 1 2. Assistant Engineer .. 2

MINISTRY OF POWER, FLOOD CONTROL AND WATER RESOURCES

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF IRRIGATION					
1. Chief Engineer - 1					
2. Deputy Chief Engineer .. 1					
3. Asstt. Chief Engineer ... 1					
4. Superintending Engineer ... 2					
5. Executive Engineer .. 9					
6. Asstt. Engineer .. 20					
OFFICE OF THE CHIEF ELECTRICAL INSPECTOR AND ADVISER					
1. Electrical Adviser and Chief Electrical Inspector ... 1					
2. Senior Electrical Inspector ... 1					
3. Electrical Inspector .. 2					
4. Secretary, Electricity Licensing Board .. 1					
5. Junior Inspector ... 2					
5. Asstt. Inspector ... 4					

MINISTRY OF PUBLIC WORKS AND URBAN DEVELOPMENT

National Level.	Unclassified (Regional) Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF BUILDINGS					
1. Chief Engineer .. 1	1. Superintending Engineer .. 14	1. Executive Engineer 66.	1. Assistant Engineer, Civil/Mechanical/Electrical/Arboriculture—188		
2. Addl. Chief Engineer 1	2. Asstt. Engineer ... 30	2. Asstt. Engr., Chittagong Resources Divn.—1.	2. Subdivisional Assistant Engineer —654		
3. Dy. Chief Engineer .. 3			3. Subdivisional Engineer, Arboriculture —1		
4. Superintending Engineer 2					
5. O.S.D. .. 1					
5. Asstt. Chief Engineer 3					
DIRECTORATE OF GOVERNMENT ACCOMMODATION					
		At Chittagong.			
1. Director ... 1		1. Jt. Estate Officer—1			
2. Estate Officer .. 3		2. Asstt. Estate Officer—1			
3. Asstt. Estate Officer 6*					

*Number of Class I and Class II Assistant Estate Officers is 6 and 2 respectively.

MINISTRY OF PUBLIC WORKS AND URBAN DEVELOPMENT—Concl'd.

National Level.	Divisional Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DIRECTORATE OF GOVERNMENT ACCOMMODATION—Concl'd. 4. Assistant Estate Officer .. 2 5. Superintendent, Govt. New Market .. 1 6. Administrative Officer .. 1 DIRECTORATE OF URBAN DEVELOPMENT 1. Director .. 1 2. Dy. Chief Planner .. 2 3. Senior Planner .. 5 4. Junior Planner .. 10 5. Planning Assistant .. 7 6. Senior Local Expert (Geographer) .. 1 7. Junior Local Expert (Geographer, Sociologist and Economist) .. 3 8. Executive Engineer .. 1 9. Assistant Engineer .. 4 10. Administrative Officer .. 1 11. Accountant .. 1					

* Number of Class I and Class II Assistant Estate Officers is 6 and 2 respectively.

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Unclassified(Regi- onal) Level. 6
DIRECTORATE OF HOU- SING AND SETTLEMENT	<i>Chittagong.</i> 1. Executive Engineer .. 1 2. Assistant Engineer .. 3 <i>Khulna.</i> 1. Executive Engineer .. 1 2. Assistant Engineer .. 2	<i>Dinajpur.</i> 1. Executive Engineer .. 1 2. Assistant Engineer...3			<i>Bogra.</i> Superintending Engineer ... 1
1. Chief Engineer .. 1					
2. Asstt. Chief Engineer .. 1					
3. Superintending Engineer 1					
4. Executive Engineer .. 4					
5. Asstt. Engineer .. 10					
6. Senior Town Planner .. 1					
7. Junior Town Planner .. 1					
8. Deputy Director .. 1					
9. Physical Chemist .. 1					
10. Mechanical Engineer.. 1					
11. Physicist .. 1					

MINISTRY OF RELIEF AND REHABILITATION

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
OFFICE OF THE PROJECT DIRECTOR, LOW COST HOUSING PROJECT IN DISASTER PRONE AREAS 1. Project Director .. 1	I. Office of the Deputy Director. Dy. Director—2* II. Zonal offices. Zonal Officer—6**				
OFFICE OF THE FINANCE OFFICER, CIVIL RELIEF 1. Finance Officer .. 1 2. Superintendent .. 4 3. Auditor .. 8					

*One of the Dy. Director's Office is at Comilla; the other Office has not been set up as yet.

**Three of the Zonal Offices are located in Comilla District at Chouddagram, Kotwali and Burichang. The remaining Offices are yet to be set up.

MINISTRY OF SHIPPING, IWT AND AVIATION

National Level.	Unclassified Level.	District Level.	Subdivisional Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF SHIPPING (INCLUDING THE MERCANTILE MARINE DEPARTMENT, THE GOVERNMENT SHIPPING OFFICE, PORT HAJJ OFFICE AND THE MARINE ACADEMY)	I. Mercantile Marine Deptt., Chittagong. 1. Principal Officer ... 1 2. Nautical Surveyor .. 1 3. Engineer and Ship Surveyor ... 1 4. Asstt. Controller, Shipping ... 1 II. Govt. Shipping Office, Chittagong. 1. Shipping Master ... 1 2. Dy. Shipping Master.. 1 III. Port Hajj Office, Chittagong. 1. Port Hajj Officer ... 1 IV. Marine Academy, Chittagong. 1. Commandant ... 1 2. Dy. Commandant ... 1				
1. Director ... 1					
2. Jt. Director .. 1					
3. Asstt. Director ... 1					
4. Accounts Officer ... 1					
5. Chief Engineer and Ship Surveyor ... 1					
6. Chief Nautical Surveyor ... 1					

MINISTRY OF SHIPPING, I.W.T. AND AVIATION—Contd.

National Level.	Unclassified Level.	District Level.	Subdivisional. Level.	Thana Level.	Union Level.
1	2	3	4	5	6
DEPARTMENT OF SHIP- PING (INCLUDING THE MERCANTILE MARINE DEPARTMENT, THE GO- VERNMENT SHIPPING OFFICE, PORT HAJJ OFFICE AND THE MA- RINE ACADEMY)— <i>Concl'd.</i>	3. Chief Education Officer 1				
	4. Education Officer ... 4				
	5. Electrical/Mechanical Engineer .. 1				
	6. Nautical Inspector .. 1				
	7. Engineer Inspector .. 1				
	8. Administrative Officer. 1				
	9. Accounts Officer .. 1				
OFFICE OF THE SPECIAL OFFICER, MARINE ACCI- DENT					
1. Special Officer .. 1					

OFFICE OF THE ENGINEER AND SHIP SURVEYOR AND REGISTRAR OF INLAND SHIPPING, Dacca.

1. Engineer and Surveyor and Registrar of Inland Shipping .. 1

2. Inspector .. 1

OFFICE OF THE ENGINEER AND SHIP SURVEYOR, NARAYANGANJ.

1. Engineer and Ship Surveyor .. 1

NAVIGATION DIRECTORATE,

1. Dy. Director .. 2

2. Asstt. Director .. 1

3. Hydrographer ... 1

DEPARTMENT OF CIVIL AVIATION,

1. Director-General .. 1

2. Director .. 1

3. Deputy Director .. 6

4. Assistant Director .. 14

I. Dacca.

1. Airport Manager .. 1

2. Deputy Director .. 1

MINISTRY OF SHIPPING, INLAND WATER TRANSPORT AND AVIATION—Concl'd.

National Level. * 1	Unclassified Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF CIVIL AVIATION—Contd.					
5. Administrative Officer .. 1	3. Senior Aerodrome Officer .. 1 4. Assistant Director .. 1				
6. Economist .. 1	5. Aerodrome Officer .. 10				
7. Asstt. Aerodrome Officer .. 1	6. Asstt. Aerodrome Officer .. 13				
8. Executive Engineer .. 2	7. Sr. Communication Officer/Sr. Communication Engineer .. 1				
9. Documentation Officer .. 1	8. Communication Engineer .. 1				
0. Estate Officer .. 1	9. Communication Officer .. 1				
1. Assistant Engineer .. 1	10. Assistant Communication Officer .. 4				
2. Senior Inspector of Aerodrome .. 2	11. Asstt. Communication Engineer .. 8				
3. Senior Instructor, Aircraft .. 2	12. Security Officer .. 1				
4. Flight Operation Inspector .. 1	13. Asstt. Accts. Officer .. 1				
5. Pilot (Calibration) .. 1	14. Assistant Aerodrome Officer (Admn.) .. 1				
6. Aircraft Inspector .. 2	15. Asstt. Stores Officer .. 1				
7. Communication Engineer .. 1					
8. Asstt. Administrative Officer .. 1	II. Chittagong				
9. Senior Aerodrome Officer .. 3	1. Airport Manager .. 1				
0. Senior Communication Engineer .. 1	2. Aerodrome Officer .. 1				
	3. Asstt. Aerodrome Officer .. 3				

21. Statistical Officer ... 1

22. Asstt. Quantity Surveyor 2

4. Communication Officer 1

5. Asstt. Communication Officer ... 1

6. Asstt. Communication Engineer ... 3

7. Asstt. Aerodrome Officer (Admn.) .. 1

III. Jessore.

1. Airport Manager . 1

2. Aerodrome Officer .. 1

3. Asstt. Aerodrome Officer 3

4. Asstt. Communication Officer ... 1

IV. Ishurdi.

1. Airport Manager ... 1

2. Asstt. Aerodrome Officer 1

3. Asstt. Communication Engineer .. 1

V&VI. Comilla and Sylhet

1. Airport Manager ... 2

2. Asstt. Aerodrome Officer 2

VII. Cox's Bazar.

1. Asstt. Aerodrome Officer 1

VIII. Thakurgaon.

1. Radio Technician .. 1

MINISTRY OF SHIPPING, INLAND WATER TRANSPORT AND AVIATION— *Concl'd.*

National Level. 1	Divisional Level. 2	District Level. 3	Subdivisional Level. 4	Thana Level. 5	Union Level. 6
DEPARTMENT OF CIVIL AVIATION—<i>Concl'd.</i>					
Central Engineering Stores, Dacca					
1. Deputy Director ..	1				
2. Senior Communication Engineer ..	2				
3. Communication Engineer ...	2				
4. Stores Officer ..	2				
5. Asstt. Communication Engineer ..	4				
6. Asstt. Stores Officer ..	4				
7. Assistant Engineer ..	3				
8. Administrative Officer ..	1				
Regional Engineering Stores Establishment, Dacca.					
1. Assistant Director ..	1				
2. Communication Engineer ..	1				
3. Assistant Communication Engineer ..	1				
4. Stores Officer ..	1				
5. Asstt. Stores Officer ..	1				

APPENDIX VIII

FUNCTIONS PROPOSED FOR THE LOCAL BODIES

(Vide Paras 10·12, 10·23 and 10·50)

A—UNION PARISHADS

1. AGRICULTURE

- (i) Adoption of measures for increased food production.
- (ii) Advancement and improvement of agriculture.
- (iii) Agricultural, industrial and community development, promotion and development of co-operative movement, village industries, forests, live-stock and fisheries.
- (iv) Crop-competition.
- (v) Demonstration and propagation of improved agricultural methods and practices and establishment and maintenance of model agricultural farms in private lands.
- (vi) Distribution of improved seeds.
- (vii) Establishment and maintenance of godowns (union seed stores).
- (viii) Increasing production of fruits and vegetables.
- (ix) Intensive paddy cultivation.
- (x) Jute and rabi crop campaigns.
- (xi) Maintenance of farmers' service centres with attached demonstration farms.
- (xii) Reclamation of land for productive purposes.
- (xiii) Regulation of collection, removal and disposal of manure and street sweepings.
- (xiv) Supervision of the work of the Union Agricultural Assistant.
- (xv) Union Advisory Committee for settlement of disputes between two or more persons with regard to their mutual rights in respect of the use, construction and maintenance of water courses or embankments.

ANIMAL HUSBANDRY

- (i) Distribution of improved poultry and other live-stock.
- (ii) Fodder development plots.
- (iii) Training of volunteers for periodical vaccination of poultry stock of villages with poultry vaccine supplied by the Government and scientifically preserved at the union veterinary aid centres.
- (iv) Veterinary aid centres.

3. ARBORICULTURE

- (i) Plantation and preservation of trees in general and plantation and preservation of trees on public ways, public streets and public places in particular.

4. COMMUNITY DEVELOPMENT

- (i) Community development programme.

5. CO-OPERATION

- (i) Creation of common fund by establishment of "dharmagola" in villages.
- (ii) Promotion and extension of co-operative movement.

6. COTTAGE INDUSTRIES

- (i) Giving of grants-in-aid and loans to individual craftsmen.
- (ii) Promotion and development of cottage and village industries.

7. EDUCATION AND CULTURE

- (i) Aid in the promotion of education under the direction of Zilla Parishads.
- (ii) Maintenance of corps of literates for spread of adult education, mass literacy and non-formal female education.
- (iii) Management of primary schools by an Education Sub-Committee headed by the Chairman (subject to Education Commission's Report).
- (iv) Promotion of public games and sports.
- (v) Provision of equipments and playgrounds.
- (vi) Provision of libraries and reading rooms.

8. FISHERIES

- (i) Carrying out scientific pisciculture in ponds, tanks, reservoirs owned by the Parishad.

9. FORESTS

- (i) Measures for development of village waste-land for pasture, fodder and forests.
- (ii) Protection and management of village forests and grass-land (including improvement of grass-land).

10. LAW AND ORDER AND ADMINISTRATION OF JUSTICE

- (i) Civil disputes up to the valuation of Tk. 1,000 against the existing valuation limit of Tk. 500.
- (ii) Conciliation Court.
- (iii) Maintenance of rural police.
- (iv) Union Bench for trial of petty offences.

11. MEDICAL

- (i) Maintenance of Union Parishad dispensaries.
- (ii) Provision of first-aid centres.

12. MISCELLANEOUS

- (i) Building model villages (including grants and loans for the purpose).
- (ii) Celebration of public festivals.
- (iii) Co-operation with other organisations engaged in activities similar to those of the Union Parishads.
- (iv) Economic welfare of villages.
- (v) Holding of fairs and shows.
- (vi) Local works or measures likely to promote safety, comfort or convenience of the public.
- (vii) Maintenance and regulation of cattle ponds.
- (viii) Management and maintenance of shamilat—burning and burial grounds, common meeting places and other common properties.
- (ix) Preparation of Five Year Plan.
- (x) Prevention and regulation of encroachment of public ways, public streets and public places.
- (xi) Provision and maintenance of accommodation for travellers.
- (xii) Registration of births and deaths and maintenance of such vital statistics as may be prescribed.
- (xiii) Registration of marriages.
- (xiv) Registration of the sale of cattle.
- (xv) Regulation or prohibition of the establishment of brick kilns, potteries and other kilns within residential areas.
- (xvi) Rewards for destruction of wild animals.
- (xvii) Sairats.
- (xviii) Voluntary registration of the sale of cattle and other animals.

13. PLANNING

- (i) Preparation of union development plans.

14. POOR FUND

- (i) Maintenance of poor fund by public donation.

15. PUBLICITY

- (i) Publicity by local means.
- (ii) Publicity through recreational activities.

16. PUBLIC HEALTH ENGINEERING

- (i) Surface drainage in villages.
- (ii) Village water supply—wells and tubewells.

17. PUBLIC HEALTH AND SANITATION

- (i) Adoption of measures for preventing contamination of the sources of water supply for drinking.
- (ii) Family planning clinics.

- (iii) Prevention and abatement of nuisances in public ways, public streets and public places.
- (iv) Prohibition of the use of water of wells, ponds and other sources of water supply suspected to be dangerous to public health.
- (v) Provision and maintenance of wells, water pumps, tanks, ponds and other works for the supply of water.
- (vi) Regulation of offensive and dangerous trades.
- (vii) Regulation of slaughter of animals.
- (viii) Regulation or prohibition of dyeing or tanning of skins within residential areas.
- (ix) Regulation or prohibition of the excavation of earth, stones or other materials within residential areas.
- (x) Regulation or prohibition of the steeping of hemp, jute or other plants in or near ponds or other sources of water supply.
- (xi) Regulation or prohibition of the watering of cattle, bathing or washing at or near wells, ponds or other sources of water reserved for drinking purposes.
- (xii) Sanitation, conservancy and adoption of other measures for cleanliness of the Union.
- (xiii) Supervision of the work of the Family Planning workers and *Dais*, including verification of T.A. claims and disbursement of pay of *Dais*.
- (xiv) Supervision of the work of the Union Health Assistants.

18. PUBLIC WORKS

- (i) Construction and repair of bunds and embankments.
- (ii) Construction of culverts and bamboo and wooden bridges.
- (iii) Construction of new kutchha roads.
- (iv) Excavation and re-excavation of canals for drainage and irrigation purposes subject to the approval of the Thana Parishad.
- (v) Excavation of tank and re-excavation of derelict tanks.
- (vi) Improvement of market places managed by the Union Parishads.
- (vii) Lighting of public ways, public streets and public places.
- (viii) Local public ferries excluding those maintained by the Government Departments and Zilla Parishads.
- (ix) Provision and maintenance of public places, public open spaces, public gardens and public play grounds.
- (x) Provision and maintenance of public ways and public streets.
- (xi) Regulation of dangerous buildings and structures.
- (xii) Regulation of erection and re-erection of buildings in the Union.
- (xiii) Repair of existing kutchha roads.
- (xiv) Small Hats and Bazars.

19. RELIEF

- (i) Provision of relief measures in the event of any fire, flood, hail-storm, earthquake or other natural calamities.
- (ii) Relief for widows, orphans, the poor and persons in distress.

20. RURAL HOUSING

- (i) Rural housing and model housing.

21. SOCIAL EDUCATION

- (i) Adult literacy centres.
- (ii) Children's organization and welfare.
- (iii) Community recreation centres.
- (iv) Conducted visits.
- (v) Dissemination of information.
- (vi) Fairs, shows and exhibitions.
- (vii) Farmers' *melas*.
- (viii) Short camps.
- (ix) Sports, games, playgrounds, equipments and welfare organizations.
- (x) Women's organisations and their welfare.

B—THANA PARISHADS

1. AGRICULTURE

- (i) Construction and repair of bunds and embankments.
- (ii) Distribution of seeds, pumps, fertilizers, insecticides and improved agricultural implements, either through the Committee concerned or through TCCA.
- (iii) Establishment and maintenance of model agricultural farms (demonstration farms at Thana level).
- (iv) Excavation and re-excavation of canals for drainage, irrigation and communication; thana-irrigation projects and inter-union schemes.
- (v) Intensive paddy cultivation.
- (vi) Organization of fairs, crop competition, etc.
- (vii) Preservation of cowdung-manure and preparation of compost.
- (viii) Reclamation of land for productive purposes.
- (ix) Thana Advisory Committee for settlement of disputes regarding irrigation matters.

2. ANIMAL HUSBANDRY

- (i) Distribution of improved poultry.
- (ii) Establishment and maintenance of poultry farms (for multiplication of improved breed as approved by the Department).
- (iii) Fodder development plots.
- (iv) Veterinary aid centres.

3. CO-OPERATION

- (i) Promotion and extension of co-operative movement.

4. EDUCATION AND CULTURE

- (i) Arranging of inter-union sports, literary and cultural competitions.
- (ii) Primary education (subject to Education Commission's Report).

5. FISHERIES

- (i) Carrying out scientific pisciculture in ponds and reservoirs owned by the Parishad.
- (ii) Stocking of fish in tanks and reservoirs in Thana Headquarters and supervision of fisheries in the Union.

6. MISCELLANEOUS

- (i) Co-operation and supervision of activities of all Union Parishads.
- (ii) Execution of inter-union projects.
- (iii) Thana training and development centres.

7. PLANNING

- (i) Approval of the annual development programme of Union Parishads.
- (ii) Development control, based on plans approved at District level.
- (iii) Preparation of development plan for Thanas.
- (iv) Perspective planning for the thana area for 20 to 30 year period in broad outline, showing relationship of Villages to Unions and Thanas:—
 - (a) Survey—as for Zilla Parishad in more detail and also including land value and brick work areas for future village development.
 - b) Plans (scale 2 1/2" to 1 mile) :—
 - (i) Thana maps showing long term (20—30 years) distribution of Urban Centres indicating relationship between Thana Centres, other union growth points, Union Centres and Villages.
 - (ii) Communication improvement.
 - (iii) Other major public works.
 - (iv) Development of markets and storage centres.
 - (v) Area for future brick-works.
 - (vi) Major industrial areas.
 - (c) Programme—(i) Up to 10 years,
 (ii) 10 to 20 year period,
 (iii) 20 year plan.

To be related to financial resources and manpower requirements.

(d) Area for compulsory acquisition—to be based on approved plan and maps to larger scale (25" to 1 mile)—

(i) Plan for thana township and other town maps (scale 6" to 1 mile).
(survey, plan, programme, area for compulsory acquisition and action area plans).

(ii) Plans for selected villages to achieve greater development.

8. PUBLIC HEALTH

Rural Health Centres and Family Planning Clinics.

9. PUBLIC WORKS

(i) Construction and repair of bridges.

(ii) Conversion of existing kutcha roads into pucca roads.

(iii) Construction of new kutcha roads.

C—ZILLA PARISHADS

1. AGRICULTURE

(i) Adoption of measures for increased agricultural production.

(ii) Construction and repair of embankments, supply, storage and control of water for agricultural purposes in respect of large or inter-thana projects.

(iii) Crop campaigns (including Kharif and Rabi crop campaigns and intensive paddy cultivation).

(iv) Crop competitions.

(v) Demonstration of improved agricultural practices.

(vi) Distribution of improved seeds.

(vii) Establishment and maintenance of agricultural demonstration farms at District level.

(viii) Establishment and maintenance of godowns.

(ix) Extension services and supplies in the field of agriculture as is done by the Ministry of Agriculture in the District.

(x) Formation of District Irrigation Committee.

(xi) Holding of fairs and shows.

(xii) Preservation and reclamation of soil and drainage and reclamation of swamps (as given by the National Government).

(xiii) Reclamation of land for productive purposes.

(xiv) Seed farms.

(xv) Supervision and technical support to all agricultural activities carried out at Thana and Union levels.

(xvi) Supervision of crop protection.

(xvii) Supervision of distribution of fertilisers and agricultural implements.

(xviii) Supervision of Thana Parishad work in agricultural extension.

2. ANIMAL HUSBANDRY

- (i) Artificial insemination sub-centres (maintenance of bull according to national breeding policy and semen used by the sub-centres should be certified as one maintaining minimum standard fixed by the Department).
- (ii) Distribution of improved poultry and other live-stocks.
- (iii) Establishment and maintenance of cattle farms, dairies and poultry farms.
- (iv) Improvement of the breeding of cattle, horse and other animals and the prevention of cruelty to animals (according to the breeding policy of the Government).
- (v) Intensive poultry, cattle and sheep development blocks (as per policy given by the Department).
- (vi) Measures to alleviate diseases of animals and birds, and prevention and control of contagious diseases among birds and animals (mass vaccination only against contagious diseases in absence of outbreak. In other cases, vaccination may be performed when the disease is confirmed by the Veterinary Department).
- (vii) Organization of cattle shows and rallies.
- (viii) Provision and maintenance of veterinary hospitals and dispensaries (under rigid supervision of the Veterinary Department).
- (ix) Other measures likely to promote animal husbandry and welfare of birds.

3. ARBORICULTURE

- (i) Plantation and preservation of trees on major road sides and public places.

4. CULTURE

- (i) Celebration of national and public festivals.
- (ii) Establishment and maintenance of information centres.
- (iii) Maintenance of radio sets at public institutions and public places.
- (iv) Organisation of inter-thana and inter-district sports, literary and cultural competitions.
- (v) Organisation of museums, exhibition and art galleries.
- (vi) Preservation of the historical and indigenous characteristics of the local areas.
- (vii) Promotion of public games, sports and cultural activities.
- (viii) Provision and maintenance of public halls, public meeting places and community centres.
- (ix) Reception of distinguished visitors.
- (x) Other measures likely to promote cultural progress and advancement.

5. ECONOMIC WELFARE AND DEVELOPMENT OF INDUSTRIES

- (i) Adoption of other measures likely to promote the development of rural industries.
- (ii) Executive work relating to enforcement of Weights and Measures Act.
- (iii) Provision of facilities for procurement of raw materials and marketing of products of village industries.
- (iv) Provision, regulation and maintenance of markets.
- (v) Other measures likely to promote economic welfare.

6. EDUCATION

- (i) Formation of a Secondary Education Committee (subject to Education Commission's Report)
- (ii) Maintenance of printing presses.
- (iii) Maintenance of depots for the sale of school books and articles of stationery.
- (iv) Payment of grants and subsidies to educational institutions.
- (v) Promotion and assistance of educational societies.
- (vi) Promotion of mass literacy and non-formal female education (also in Unions and Thanas).
- (vii) Provision and maintenance of libraries and reading rooms.
- (viii) Provision and maintenance of secondary and vocational schools and hostels and community workshops (subject to Education Commission's Report).
- (ix) Provision of equipments and playgrounds for schools.
- (x) Provision of milk supply and meal for school children.
- (xi) Provision of school books to orphans and indigent students free of cost or at concessional rates.
- (xii) Provision of scholarships for school students.
- (xiii) Secondary education.
- (xiv) Undertaking of educational surveys, framing of educational plans for the District and implementation thereof (subject to Education Commission's Report).
- (xv) Other measures likely to promote the cause of education.

7. FISHERIES

- (i) Conducting scientific pisciculture in ponds and reservoirs owned by the Zilla Parishad.

8. FOREST:

- (i) Management, protection and maintenance of village forests.

9. MEDICAL

- (i) Grants-in-aid to private charitable hospitals, dispensaries, maternity homes and other such institutions.
- (ii) Grant of financial assistance to institutions giving anti-rabies treatment to indigent persons.
- (iii) Provision and maintenance of hospitals and dispensaries other than the modernised district hospitals.

10. MISCELLANEOUS

- (i) Building model villages (including grants and loans for the purpose).
- (ii) Maintenance and regulation of public ferries, other than those maintained by the Government Departments.
- (iii) Prevention, regulation and removal of encroachments.
- (iv) Provision and maintenance of public gardens, public playgrounds and public places.
- (v) Provision and maintenance of serais, dak-bungalows, rest-houses and other buildings for the convenience of travellers.
- (vi) Regulation of traffic, licensing of vehicles other than motor vehicles and the establishment and maintenance of public stands for vehicles.
- (vii) Representation of Zilla Parishad in the Regional Transport Authority.
- (viii) Rewards for destruction of wild animals.

11. PLANNING

I. Approval of Annual Development Plans of Thana Parishads.

II. Development control.

III. Preparation of Annual Development Plans.

IV. Perspective planning for the district for 20 to 30 years period in broad outline

(a) Survey—

- (i) Population growth and change.
- (ii) Employment structures.
- (iii) Land available for urban development.
- (iv) Communication and traffic flows.
- (v) Housing requirements and density.
- (vi) Public utility supplies.
- (vii) Educational requirements.
- (viii) Shopping and market facilities.
- (ix) Industrial location.

(x) Maps showing existing settlement pattern and communication.

(b) Plan (scale 1" to 1 mile)—

- (i) Long-term (20 to 30 years) distribution of urban centres. (Thana centres and other favoured growth points)

(ii) Communication;

- (a) road.
- (b) rail.
- (c) river.
- (d) air.

(iii) Higher educational centres.

(iv) Industrial estates.

(c) Programme—

(i) Works programme in first 10 year period.

(ii) 10 to 20 year period.

(iii) 20 year plans.

To be related to financial resources and manpower position.

(d) Compulsory acquisition—

To be based on approved plans with maps to larger scale '(25' to 1 mile).

12. **POPULATION CONTROL**

(i) Management of Population Control Clinics.

(ii) Formation of Population Control Committees.

(iii) Formulation and management of population control measures and programmes.

13. **PUBLICITY**

(i) Organising publicity through mobile cinema vans and other mass communication media.

14. **PUBLIC HEALTH**

(i) Co-ordination and supervision of rural health centres.

(ii) Enforcement of vaccination.

(iii) Establishment, management, maintenance and the visiting of health centres, maternity centres and centres for the welfare of infants and children, the training of *Dais* and the adoption of other measures likely to promote health and welfare of women, infants and children.

(iv) Establishment, management, maintenance and visiting of Unani, Ayurvedic and Homœopathic dispensaries.

(v) Formation of District Health Committee for better administration of public health and medical affairs.

(vi) Framing and implementation of anti-malaria schemes and schemes for the prevention and control of infectious diseases.

(vii) Medical inspection of dispensaries, compounders, nurses and other medical workers.

(viii) Organization and maintenance of first-aid centres.

- (ix) Prevention and abatement of nuisance.
- (x) Prevention, regulation and control of infectious diseases.
- (xi) Promotion and encouragement of societies for the provision of medical aid.
- (xii) Promotion of education in public health.
- (xiii) Protection of foodstuff and prevention of adulteration.
- (xiv) Provision and maintenance of mobile medical-aid units.
- (xv) Provision of sanitation and public health.
- (xvi) Provision of water supply, construction, repair and maintenance of water works and other sources of water supply.

15. PUBLIC WORKS

- (i) Construction of administrative and other buildings in connection with the Zilla Parishad requirements.
- (ii) Construction and repair of bunds and embankments.
- (iii) Construction of works assigned by the Buildings Directorate within the District.
- (iv) Construction, repair and maintenance of all public roads—kutcha and pucca roads including bridges and culverts.
- (v) Drainage, water-supply, pavement of streets and other works of public utility.
- (vi) Excavation and re-excavation of canals meant for drainage, irrigation and communication.

16. RELIEF

- (i) Maintenance of poor houses.
- (ii) Relief measures in the event of any fire, flood, hail-storm, earthquake, famine or other natural calamities.

17. SOCIAL WELFARE AND CO-OPERATIVES

- (i) Establishment, management and maintenance of welfare homes, asylums, orphanages, widow homes and other institutions for the relief of the distressed.
- (ii) Establishment of handicraft centres.
- (iii) Financing of burial and cremation of paupers found dead within the local area (work to be done by the Union Parishad).
- (iv) Inclusion of members in the list of jail visitors.
- (v) Organization of legal aid for the poor.
- (vi) Organization of social service volunteers.
- (vii) Participation in the rehabilitation of released offenders.
- (viii) Popularization of the co-operative movement and the promotion of education in co-operatives.
- (ix) Promotion of co-operatives.

D—MUNICIPALITIES

1. ANIMALS

- (i) Animal husbandry.
- (ii) Cattle shows, zoos, etc.
- (iii) Control of stray animals.
- (iv) Destruction of dangerous animals.
- (v) Disposal of carcasses.
- (vi) Maintenance of animal homes and farms.
- (vii) Prevention of cruelty to animals.
- (viii) Restriction of sale of cattle.
- (ix) Supply of anti-rabies vaccines for animals.

2. ARTICLES OF FOOD AND DRINK

- (i) By-laws for articles of food and drink and enforcement of pure food laws.
- (ii) Milk supply.
- (iii) Private markets.
- (iv) Public markets.
- (v) Slaughter houses.

3. BUILDING CONTROL

- (i) Control of completion of buildings and alterations thereof.
- (ii) Control of erection and re-erection of buildings.
- (iii) Regulation of buildings.

4. CULTURE

- (i) Culture.
- (ii) Fairs, shows, etc.
- (iii) Libraries.

5. FISHERIES

- (i) Public fisheries.

6. DEVELOPMENT

- (i) Commercial schemes.
- (ii) Community development projects.
- (iii) Development plans.

7. EDUCATION

- (i) General provisions about education.
- (ii) Primary and secondary education (subject to Education Commission's Report)

8. PLANNING

- I. Annual Development Plans.
- II. Development control.
- III. Perspective plan for district town for 20 to 30 years in greater details:—

- (a) Survey:
 - (i) Population growth.
 - (ii) Employment structure.
 - (iii) Communication and traffic flows.
 - (iv) Housing requirements.
 - (v) Educational requirements.
 - (vi) Shopping and office requirements.
 - (vii) Hotels and public buildings.
 - (viii) Industrial requirements.
 - (ix) Open space requirements.
 - (x) Existing land use.
 - (xi) Land available for development.
- (b) Plan (scale 6" to 1 mile): Allocation of land for primary uses—housing, industry, communication, education, shops, offices and public buildings, open spaces, etc.
- (c) Preparation of maps (scale 6" to 1 mile):
 - Development in first ten years.
 - in 10 to 20 years.
 - in 20 year plan.
- (d) Plans outlining areas for compulsory acquisition (25" to 1 mile).
- (e) Action area plans (12" to 1 mile):
 - (i) Detailed layout of housing areas with neighbourhood facilities.
 - (ii) Development of central business areas.
 - (iii) Industrial estates.
 - (iv) Any other major public works.

9. PUBLIC HEALTH

- (i) Births, deaths and marriages.
- (ii) Health and maternity centres, etc.
- (iii) Hospitals and dispensaries.
- (iv) Infectious diseases.
- (v) Insanitary buildings.
- (vi) Latrines and urinals.
- (vii) Medical aid and relief, medical education, etc.

- (viii) Promotion of public health.
- (ix) Removal, collection and disposal of refuse.
- (x) Sanitation.

10. PUBLIC SAFETY

- (i) Burial and burning places.
- (ii) Civil defence.
- (iii) Dangerous and offensive articles and trades.
- (iv) Fire fighting.
- (v) Floods.
- (vi) Relief measures.

11. SOCIAL WELFARE

- (i) Social welfare.

12. STREETS

- (i) Drainage control.
- (ii) Encroachments.
- (iii) General provisions about streets.
- (iv) Public streets.
- (v) Public vehicles.
- (vi) Street lighting.
- (vii) Street watering.

13. TOWN PLANNING

- (i) Development control.
- (ii) Execution of site development schemes.
- (iii) Master plan.
- (iv) Site development schemes.

14. TREES, PARKS, GARDENS AND FORESTS

- (i) Arboriculture.
- (ii) Gardens.
- (iii) Forests.
- (iv) Nuisances pertaining to trees and plantations.
- (v) Open spaces.
- (vi) Tanks and low-lying areas.

15. WATER SUPPLY AND DRAINAGE

- (i) Bathing and washing places.
- (ii) "Dhopa" ghats and washermen.
- (iii) Drainage.
- (iv) Drainage schemes.
- (v) Private sources of water supply.
- (vi) Public ferries.
- (vii) Public fisheries.
- (viii) Public water-courses.
- (ix) Water supply.

84225

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Training Centre
Dhaka, Bangladesh