

**ASSESSMENT OF TRAINING NEEDS FOR THE FUNCTIONARIES
OF FIELD BUREAUCRACY: THE CASE OF THE UPAZILA
NIRBAHI OFFICERS IN BANGLADESH**

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Bangladesh Public Administration Training Centre

**Savar, Dhaka
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Researchers

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Executive Summary

The efficiency of field bureaucracy is an indispensable part of the successful implementation of public policy and programmes at grassroots level. The Office of Upazila Nirbahi Officer (Upazila Executive Officer), a hub of field bureaucracy at Upazila level, is responsible to execute and coordinate various development activities as well as nation-building programmes for the socio-economic development of local people. Obviously, the success of development programmes depends on the functionaries of UNO office, specially the Upazila Nirbahi Officers. Unfortunately, there is a lack of need based training for the Upazila Nirbahi Officer. In the above context, this study was an initiative to assess the training needs of the field bureaucracy with special reference to the Upazila Nirbahi Officer.

The Upazila Nirbahi Officers (UNOs) are young, energetic and have potential to serve the people at local level. Male are the dominate person as rule of thumb in the socio-economic perspectives of Bangladesh. They are well educated and completed their graduation from recognized university. They have sound work experience in field bureaucracy as well as Upazila Nirbahi Officer. Their training facilities at this level are not satisfactory. They received most of the training as an entry-level officer, which are not enough to serve in a position to manage and coordinate development programme at local level with changing socio-economic and political scenario in Upazilas. If government arrange career development training for the newly appointed UNOs it may help the overall development management through Upazila Parishad.

With the inception of Upazila Parishad, a rural local government body with people's representation, the duties and responsibilities of Upazila Nirbahi officers are more important than before. Coordination of development activities with Upazila Chairman is must in this perspective. However, to implement the different types of duties and responsibilities effectively and efficiently the UNOs need advanced training on development management with special reference to modern management tools and techniques including the effective use of communication and information technology. In this connection, 50 % and 21% of Upazila Nirbahi Officer mentioned that they need training as most and more important for career development respectively.

The analysis of training needs of Upazila Nirbahi Offices is very much important to design a sustainable training course of UNOs. It is observed that Upazila Administration and Development Course for UNO would be the course title. The duration of proposed course may be 2 weeks with seven modules. Introduction to Upazila administration, modern management issues, development administration, land management, essential laws, rules and orders, field visit, individual action plan and extension lecture. Basic knowledge on civil or public works is a new module explored through the present study. Obviously, dynamic objectives will make a big success of the course.

Need based training is must for accelerating the career and unlock the potentials of the field bureaucrats specially the Upazila Nirbahi Officers in Bangladesh. The present study implies that the Upazila Nirbahi Officers have full potential to prove them as an initiator as well as coordinator of development management within their jurisdiction. It also indicates that if they have opportunity to train up on the basis of their needs they will definitely enhance their capacity to improve the quality of services at their level best. So it is expedient that it is must to train up them first and then to assign them as an Upazila Nirbahi Officers for better outcome.

Abbreviation

ACAD	Advanced Course of Administration and Development
ADP	Annual Development Programme
ACR	Annual Confidential Report
AIDS	Acquired Immune Deficiency Syndrome
BPATC	Bangladesh Public Administration Training Centre
BMA	Bangladesh Military Academy
BCS	Bangladesh Civil Service
BIAM	Bangladesh Institute of Administration and Management
DLRS	Department of Land, Record and Survey
DDO	Drawing & Disbursing Officer
DC	Deputy Commissioner
EEC	Efficiency Enhancement Course
FTC	Foundation Training Course
FGD	Focus Group Discussion
FFW	Food For Works
GO	Government Organization
HIV	Human Immune Virus
JICA	Japan International Cooperation Agency
LATC	Land Administration Training Centre
MDGs	Millennium Development Goals
NGO	Non Governmental Organization
PRSP	Poverty Reduction Strategy Paper
RPATC	Regional Public Administration Training Centre
RDA	Rural Development Academy
SAARC	South Asian Association for Regional Cooperation
SSC	Senior Staff Course
TR	Test Relief
TQM	Total Quality Management
UNO	Upazila Nirbahi Officer
UPZ	Upazila Parishad
UK	United Kingdom
USA	United States of America
VGD	Vulnerable Group Development
VGf	Vulnerable Group Feeding
WHO	World Health Organization

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INTRODUCTION

1.1 Statement of the Problem

The efficiency of field bureaucracy is an indispensable part of the successful implementation of public policy as well as government programmes and projects for the socio-economic development of the people at local level. Moreover, the knowledge, problem-solving skills and attitude of the persons engaged in field bureaucracy are the vital indicators of better outcome of public services to meet the development needs of the poor and disadvantaged people.

Upazila administration, an important tier of government interaction with valued citizens, is responsible for the coordination of the implementation of development programmes for the socio-economic needs of the majority people who live in rural Bangladesh with severe deprivation of service facilities viz. education, health, communication, security etc. So capacity of Upazila administration specially the Office of Upazila Nirbahi Officer (UNO), station of an executive of development management at grassroots level, is closely related with the performance of expected role of field bureaucracy in Bangladesh.

The Office of Upazila Nirbahi Officer (Upazila Executive Officer), a hub of Upazila administration, which is assigned to execute and coordinate various development activities as well as nation-building programmes for the well being of mass people at local level. The major functions of Upazila Nirbahi Officer are:

- To coordinate all development programmes at Upazila;

- To attend emergency duties, such as relief duties following natural calamities, receive store including food and distribute relief materials as directed by the government;
- To maintain protocol duties;
- To supervise and control revenue and budget administration of the Upazila;
- To ensure that the government directives on Upazila administration are followed;
- To organize training for the government functionaries within the Upazila and coordinate all Upazila level training activities;
- To maintain law and order at Upazila level etc. (Jahangir, 2006:129).

However, success of the above-mentioned functions depends on the efficiency of the functionaries of UNO office, which is managed by a Bangladesh Civil Service (BCS) cadre officer and his functional officers and staffs. Obviously, the knowledge, skills and behavioral pattern of the functionaries, especially UNO, involved in the process of development management and implementation process is an important issue to get better outcome of development programmes. Unfortunately, there is a lack of proper training on team building, coordination, project management, and office management etc. for the Upazila Nirbahi Officer. In the above perspective, this is an initiative to assess the training needs of the field bureaucracy with special reference to the Upazila Nirbahi Officer.

1.2 Objectives of the Study

The general objective of the study is to assess the training needs for the Upazila Nirbahi Officers to enhance their knowledge, skills and change their attitude to manage development programmes at field level. The specific objectives of the propose study are as follows:

- I. To analyze the socio-economic and training background of the Upazila Nirbahi Officers;
- II. To review the functions as well as responsibilities of the Office of Upazila Nirbahi Officers; and
- III. To collect information about training needs of the Upazila Nirbahi Officers in discharging their duties effectively and efficiently.

1.3 Scope of the Study

The study covers demographic, educational, existing training facilities and major responsibilities of Upazila Nirbahi Officers. Need based career development training of the UNOs is one of the critical points within present inquiry for ensuring better performance of Upazila Nirbahi Officers.

1.4 Rationale of the Study

Field administration viz., Upazilla administration is responsible for coordinating and implementing development programmes and projects at local level in Bangladesh. So enhancing managerial and operational capability of the functionaries of Upazilla administration is a must to provide adequate social services to the poor and disadvantaged people. It is also important for implementing government's Poverty Reduction Strategy (PRS) and attaining United Nations Millennium Development Goals (MDGs) in the context of Bangladesh. Need based training, obviously, could enhance the managerial capability as well as transparency and accountability in the process of development management at Upazilla level.

Bangladesh Public Administration Training Centre (BPATC), as a pioneer training institute in public sector, is responsible to train-up public servants to do their job effectively and efficiently at all levels through its main campus at Savar and four Regional centers located at Dhaka, Chittagong,

Rajshahi and Khulna. After completion of Foundation Training Course (FTC), there is a 10-12 years gap of career development training of civil servants. Moreover, there is no training arrangement for the Upazila Nirbahi Officers. The Centre is interested to assess the training needs of Upazila Nirbahi Officers as well as Senior Assistant Secretaries. Therefore, the selection of the subject entitled "Assessment of Training Needs for the Functionaries of Field Bureaucracy: The Case of Upazilla Administration in Bangladesh" is justified for the study. This study will also be helpful to meet the needs of empirical data to design future courses for the Upazilla Nirbahi Officers and empirical cases for the facilitators and trainees of field administration module of different courses viz. FTC, EEC, ACAD and SSC of the BPATC.

1.5 Research Method

The following method of investigation is followed for attaining the purpose of the study:

(a) Selection of study area and Sample Size

Bangladesh has 6 Administrative Divisions, 64 Districts, and 477 Upazillas. For the purpose of the study 60 Upazilla was selected as sample on the basis cluster as well as simple random sampling.

Table-1: Sample Size

No	Divisions	No of Upazila as Sample
1	Dhaka	10
2	Chittagong	10
3	Rajshahi	10
4	Khulna	10
5	Barishal	10
6	Slyhet	10
	Total	60

(b) Sources of Data

Data was collected from both primary and secondary sources. Questionnaire survey will be carried out for collection of primary data from the Upazila Nirbahi Officers. The pre-test of the questionnaire was done before finalization of the questionnaire. On the other hand, secondary data was collected from the official records of the office of Upazila Nirbahi Officers and other different books and journals.

(c) Analysis and Presentation of Data

Collected data are presented in most of the cases in the form of simple frequency table. In some cases two-way frequency tables are given to show the relationship between different variables. Most descriptive data are presented in terms of univariate measures as ranges and percentages. Arithmetic means of variables is calculated in order to have a comparative idea between different groups.

1.6 Review of Literature

Only a few books, study paper, articles have been found on the issue of the training needs of the Upazila Nirbahi Officers in Bangladesh. However, we found some writings, which are indirectly related with the different aspects of Upazila administration including training and performance of Upazila Nirbahi Officers Jalil et.al. (1987), in their research work titled "Training Needs Identification for Effective Upazila Administration", observed that the government of Bangladesh was decided to promote the decentralization of administration through the introduction of Upazila system. It aimed at the acceleration of development in rural Bangladesh through an integrated approach. Assessing training needs of the Upazila administration was the main theme of this study. Its objectives encompassed: identification of the nature of working relationship between the deputed personnel working under

Upazila Parishad (UZP) and elected representatives at different levels; their awareness about core functions and to identify the obstacles faced by them in implementing various development activities; assess the number of personnel trained so far, nature of such training and their effectiveness. It also covered existing training facilities, its needs and keeping in view resource constraints finally came up with more recommendations relating to proper training of the upazila administration.

The researcher collected Information from both primary and secondary sources. Two Upazilas, namely, Dhamrai of Dhaka and Bhaluka of Mymensing district were considered as representative samples; as the first one was urban in terms of infrastructure facilities and communication and the second one, a typical rural one lacking such facilities. Sample survey was widely used as an instrument to assess training needs. Three sets of questionnaires were administered to the Government officers deputed to the Upazila Parishad (UZP), the support staff working there and to the people's representatives of those UZPs. Records and reports published by the Government and other agencies concerning the evolution of the local government institutions were consulted. Moreover, several field visits were made to the selected Upazilas to interviewing the officials, elected representatives and cross-section of people to elicit their opinion.

The researchers revealed that during the initial years of the Upazila system, the philosophy behind introduction of decentralized administration at Upazila level was not understood clearly by those who were entrusted with the responsibility of its implementation. The desired objective of decentralization that they would act as change agents, progressive social workers and contribute positively to the development efforts could not be achieved. As a result, expectations of the people could not have been

materialized. The study also viewed that the decentralized Upazila system was introduced too hastily and the Government deputed personnel were compelled to join different Upazilas lacking common and basic facilities. Though Upazila Management Training was shifted to different organizations and ministries but none could continue with the programme for a long time as it was not conducive to meet training needs of the UZP personnel.

Moreover, due to lack of proper orientation, public representatives who were assigned pivotal tasks were not very clear about their jobs specified by the Government and most of them showed less interest in nation building. The study also observed that resources allocated for Upazilas were being drained out because project managers were not capable enough to utilise them properly or not bold enough to prevent misuse. It was observed that many officers were not very clear about the priority of their duties and they had a tendency to prioritize them on their own. Moreover, supporting staff working in the Upazilas were new and lacking in skills and they required training on record keeping, book-keeping, store-maintenance, familiarity with rules and regulations. The reasons behind the maladies of these Upazilas were inadequate manpower and financial allocation.

The study recommended that short management training for the UZP chairmen, basic office management training for the supporting staff, team building for the concerned personnel of Upazila administration and senior officers of different developmental department/ministry should be arranged to improve the quality of service. Steps should be taken to motivate the deputed officers at UZP to perform their job properly. The study further suggested that the key to success of the Upazila system lay in the change of attitude of the officials and public representatives. The constant supervision,

guidance, counseling and coaching by the superior officers could help in changing their attitude.

Manzu-rul-Huq, et.al. (1987), in their research work titled "The Problem of Coordination in Upazila Administration: A Case Study of Two Upazilas", mentioned that by 1987 Upazila (sub district) system of decentralization was at work for about five years. During the initial period, in-depth studies on strengths and weaknesses of the system were not deemed proper, as any new programme deserved at least a gestation period before subjecting it to critical examination. This study attempted to explore the issue of coordination between officers of different departments and also between officials and the political leadership at the Upazila level.

Two Upazilas (sub-districts) i.e. Savar Upazila of Dhaka district and Palashbari Upazila of Gaibandha district were purposively selected for convenience of the case study. Primary data was collected from 114 respondents belonging to 7 categories through administering questionnaires. Primary sources also included structured and unstructured interviews, discussions with related individuals, agencies and observation. Secondary sources comprised various government circulars, published research reports and articles on the Upazila system.

The researchers found that the officials under study were not properly treated by public representatives and even their technical advice was ignored by a sheer force of majority in the Upazila Parisad meetings. On the other hand, public representatives equally complained that they were not getting respect from government officials that they deserved, moreover the officials were always non-cooperative. The level of education, mental maturity, honesty, proper behaviour, tactfulness etc. which were pre-requisites of an

ideal chairman of Upazila Parishad was hardly found in sample areas under the study. The Upazila Chairmen were lacking in proper administrative capabilities and government officials lacked proper training and coordination and they were yet to show appropriate mentality to accept the newly-introduced Upazila system. Some government officials opined that the post of Upazila Nirbahi Officer (UNO)- the executive officer of Upazila should be replaced by a junior magistrate. Inspection was not regularly done. On many occasions government circulars and instructions reached Upazilas too late and sometimes did not reach at all, all of which created information gap and hindrance in proper discharge of duties of the officials serving in Upazilas.

The recommendations of the study include proper behavior of UNOs and also necessary cooperation with public representatives; abolishing the post of UNO by replacement of a Junior Magistrate who should be properly trained and conversant with relevant rules and regulations so that the whims and caprices and illogical desires of Upazila Chairpersons and other elected members could be handled as demanded by law. The other suggested measures included training of the Upazila Chairpersons who should be impartial, fair and just. As regards the coordination among officers of Upazila, the study opined that the Chairperson as a non-official could effectively improve the situation. Regarding the inspection of Upazila by higher officials, their job could be safely vested in Assistant Director, Local Government, Deputy Director, Local Government, Commissioner and Zila Parishad Chairperson. Moreover, the study recommended that district level officers should regularly inspect the activities of their own line officials at the Upazila. The study also recommended that Upazila Chairpersons should be primarily made accountable to the Upazila Parishad.

Jalil et. al. (1988), in their another research work titled "A Study of Constraints and Potentials in Domestic Resource Mobilization: Resource Mobilization at Upazila Level", indicates that the most important source of revenue for majority of the local bodies is government grant as most local bodies could not otherwise survive without it. The main aim of the national government is to reduce dependency of local bodies upon the centre. But unfortunately anyone who took interest in Upazila resource mobilization programme could not overlook the constraints and deterrents to its operation. The main objectives of this study were to: analyse the existing sources of revenue of the local government specially at the Thana level and examine the new system of revenue collection.; find out the growth of domestic resources and financing of development projects; identify the constraints in estimation of different taxes, fees etc. and the problems faced in the implementation of proposed collection; examine the procedural bottlenecks and identify the operational hindrance; identify the extent of initiatives taken by the pivotal personnel of local level administration; identify the possible incentives for greater participation by Upazila Parishad in revenue raising process and suggest recommendations for overcoming the problems identified. Both primary and secondary sources were used in the study. For primary sources two Upazilas, namely Shibalaya of Manikganj district and Rayganj of Shirajganj district were selected. Three groups of respondents were selected namely- public representatives (22), officials (34) and local elite (12) and were interviewed through administering pre-tested questionnaire. Relevant documents were also consulted as secondary sources for the study.

Major findings of the study were that the concerned people were not motivated in local resources mobilisation, rather they were continuing to be dependent on government grants; in many cases, neither the officials nor the public representatives were aware of the implications of Upazila Taxation

Rules. The total volume of grants-in-aid in Upazila was not related to the growth of population, the per capita grants-in-aid were decreasing in recent years. It was observed that the donor countries/organizations favored increased participation of NGOs in rural development particularly for the target groups. In the absence of adequate and reliable database in the Upazilas, difficulties were faced in respect of assessment of potential revenue income sources. Respondents of the study viewed that Upazila should depend upon their own resources for financing development activities but it was not materialized due to lack of initiatives taken by Upazila Parishad administration and its lack of knowledge regarding rules and procedures of taxation, and fear of adverse reaction of taxes among the people. The study further revealed that government was deprived of huge amount of potential income through leasing out *Hat Bazar and Jalmahal* because auction bids did not rise due to the unholy alliance of the bidders, political interference and class interest

Recommendations of the study pointed out that Upazila Parishad should mobilise enough resources of their own for development activities by conducting of techno-economic and administrative surveys in the Upazilas of Bangladesh to assess the avenues and potentials of income-generating activities, which would ultimately determine the taxable capacities. Moreover, the Statistics Division of the Government should take more care in organizing its offices at the Upazila for collection, compilation and recording of the final statistics of the Upazila. Recommendations among others included incorporation of a built-in system to cope with changing economic conditions, to emphasize on strict levying and realization of taxes by Upazila, to encourage tax efforts of Upazila. The study also emphasized on avoidance of interference of the district administration in some areas of taxation. It also

suggested setting up of a Local Government Finance Commission to recommend a viable local government structure for resource mobilization.

Islam (1996), in his work titled "Human Resource Planning at Local Level", designed of his study to assess and forecast the human resource needs of the local units of administration i.e. Thana Administration. Variables related to the study were – human resource profile such as employment and educational background, task structure, age distribution pattern, work experience, appointment and promotions; and Human Resource demand such as transfer, motivation and frustration, task analysis, work plan etc. Its main objectives were to assess adequacy of the present human resource demands of the Thana administration; determine actual human resource demands and to design appropriate human resource demand model for Thana administration.

The study was basically exploratory and evaluative in nature founded mainly on primary information. A comprehensive structured questionnaire was designed to create fresh data in probing the research hypothesis. Conceptual model, however, was built on the secondary sources. Random sampling method was applied in selecting respondents and purposive sampling in case of selecting sample location. Statistics presented in this study were the contribution of 62 respondents of Savar and Dhamrai Thana of Dhaka district. Moreover, the flexibility in human resource planning and as a measure, statistics on respondents' age distribution pattern, work experience, retirement schedule, inter-organisational transfer, attrition and leave/absence rate were analyzed.

The research results indicated net overstaffed structure within 35-45 percent range, daily and weekly actual mean work accomplishment of 3.2 hours and 17.1 hours as against net standard 6 and 34 hours per person

respectively. Per capita development fund ratio showed declining trend and Taka 2939/ revenue fund was incurred to manage a development fund of Tk 333/. Moreover, the human resource had great potential to raise the productivity levels by 72.1 percent. Further, the result portrayed total 75.1 percent slugs in forecasting human resource demands.

The study recommended that excess staff of the Thana administration should either be deployed elsewhere or then jobs be redesigned. The functions of the Thana administration should be restructured and power also to be decentralised accordingly. All employees of Thana administration could be grouped according to core and non-core staff, the non-core staff could be appointed on contractual basis while the core staff (particularly Class – I officers) on permanent basis. Comprehensive job analysis studies should be undertaken to design need-based training curricula and simplify work procedures. Job description should formalise staff accountability directly to people's representatives. Human resource demand forecasting effort must have 75.1 percent allowances to accommodate attrition, leave/absence and other slugs for Thana administration. Thana administration should be given more funds for development activities. A separate human resource transfer policy and attractive benefits with career prosperity for efficient staff should be introduced.

Khan (2006), in his Keynote Paper of the workshop on "Problem of Field Administration and Ways to Overcome", analyzed the different constraints of field administration working in Bangladesh. He also gave some suggestion for overcoming the problems of field administration. He mentioned that the Division, District and Upazila administration have been working as field level office of the government to provide services to people at local level. He observed that coordination is a major activity of the field

administration without impairing the independence of the local councils as well as the specialist departments. Moreover, maintenance of law and order is a vital issue for the government and it is the most important part of the field administration. Because stability and development is interdependent. But law and order is a joint responsibility though Deputy Commissioner is seen to be the leader of the team for maintaining law and order.

The author also mentioned that effective service delivery is expected from the field administration. But inordinate delay in promotion develops frustration in them. As a result the efficiency falls down. Huge recruitment at a time creates lot of congestion in the way of promotion. So better career planning is necessary for field administration. The writes rightly pointed out that there is shortage of trained manpower in the field. Moreover, absence of some of the officers from the workstation sat times poses serious problem for field administration. The paper presenter summing up that under such circumstances, to make the field administration effective, these problems need to be solved. But perhaps hardly solutions are available for all the problems. Yet, historically the field administration is working through these challenges for hundred of years successfully.

Ahmed (1999), in his book titled "Decentralization, Field Administration and Local government: Reform for 21st Century", discussed the importance of reform of the public administration of state machinery for the welfare of its people. Here author discussed two types of decentralization- territorial decentralization and functional decentralization. Moreover he discussed the de-concentration, devolution, delegation and privatization aspects of decentralization practices in the world. Furthermore, three types of field administrative practices-decentralizes system (UK), functional system (USA) and prefectorial system (Franch)- are analyzed. According to his observation, frefetorial system is very closely related with the district

administration of Bangladesh in the context of the historical development of field administration. He also observed that the role of Deputy Commissioner as a development coordinator is decreasing due to specialization of the function of different departments at field level. The author identified four stakeholders in our field administrative reform process-bureaucracy, local government institutions, specialized agency like corporation, board and department and finally non-government organizations. The write hoped that the aforementioned issues should be considered while taking any reform initiatives in this regard.

1.7 Limitations of the Study

The study has been conducted with some limitations and shortcomings. A significant number of Upazila Nibahi Officers is not considered within present study framework. In depth analysis of the functions of Upazila Nirbahi Officers and the problems of discharging of these problems or constraints are not analyzed properly. Being qualitative as well as quantitative research, the collected data have been managed in a very simple way. Lack of advanced quantitative analysis is one of the major limitations of this study. Moreover, we did not consider focus group discussion (FGD) as an approach for crosschecking of the collected data through questionnaire. In present situation the Upazila Nirbahi Officers are going to work within the framework of elected representative viz., Upazila Chairman which is partially considered within present study. Shortage of time and allocation of adequate budget were responsible in this case.

1.7 Organization of the Research Report

The report comprises seven chapters. The introductory chapter covers statement of the problem, objectives, scope, study method and limitation of the study. Chapter-2 gives the socio-economic and training background

information of Upazila Nirbahi Officers. Duties and responsibilities of Upazila Nirbahi Officers in field bureaucracy are analyzed in Chapter-3. Chapter-4 deals with the actual training needs of the Upazila Nirbahi officers. Chapter-5 includes summery of the study findings, concluding remarks and recommendations for future policy intervention

SOCIO-ECONOMIC AND TRAINING PROFILE OF UPAZILA NIRBAHI OFFICERS

2.1 Socio-Economic Background of UNOs

Public bureaucracy at field level in Bangladesh is functioning with the executives having varieties of demographic and socio-economic perspectives. In this section we would like to discuss the different social as well as economic background of Upazilla Nirbahi Officers including their age and sex status, educational qualification, working experience and salary structure.

2.1.1 Age and Sex Status

Table-2.1: Age and Sex Status of the Respondents

Age (Year)			Sex Status	
31-35	36-40	41-45	Male	Female
17 (28.33)	15(25)	28(46.67)	57(95)	3(5)

Source: Field survey, March 2008

Note: Number in the parenthesis indicates percentage.

The above table represents age and sex status of the respondents. It reveals that nearly half (46.67%) are of 41-45 age groups. Moreover, a significant number, which are 28.33% and 25% of respondent, are of 31-35 and 36-40 age groups respectively. Here we find a contrast, scrutinizing the groups, that nearly a half (46.67) was promoted and hanging for long for the next step of the hierarchical ladder. Besides, some fortunate people holding the same

position in spite of being junior-most both in age and appointment. And as the natural phenomenon, males (95%) are the dominating factor in this development administration process.

2.1.2 Educational Qualification

Table-2.2: Level of Education of Respondent

Level of Education	Male	Female	Total
Graduate and Equivalent	6 (10)	-	6(10)
Post Graduation and Equivalent	48(80)	3(5)	51(85)
M.Phil /Ph.D	3(5)	-	3(5)
Total	57(95)	3(5)	60(100)

Source: Field Survey, March 2008.

Note: Number in the parenthesis indicates percentage.

Table-2 highlights educational background of the respondents. Here it reveals that 80% of the male have post-graduation and equivalent degrees, 16% have only graduation and equivalent degrees and only 5% have M. Phil and Ph.D. Degrees; while all the female respondents (3) possess post-graduation and equivalent level of education.

Table-2.3: Academic Discipline of Respondents

Discipline	Male	Female	Total
Natural Science	16 (26.67)	-	16(26.67)
Social Science	14(23.33)	1(1.67)	15(25)
Arts and Humanities	8(13.33)	2(3.33)	10(16.7)
Law	3(5)	-	3(5)
Business Studies	8(13.33)	-	8(13.33)
Agriculture	7(11.67)	-	7(11.67)
Engineering	1(1.67)	-	1(1.67)
Total	57(95)	3(5)	60(100)

Source: Field Survey, March 2008.

Note: Number in the parenthesis indicates percentage.

This above-mentioned Table-2.3 reflects academic discipline of the respondents. It shows that the highest proportion (26.67%) comes from natural science; the next highest belong to social science (23.93%), and the third position occupied by both groups – Arts and Humanities and Business Studies (13.33%). The agriculture discipline also occupies a formidable position (11.67%) while law occupies only 5%; even there are people from the engineering faculty which, if justified and aligned with the nature and characteristics of the job, is not cost-effective in any way.

2.1.3 Civil Service Affiliation of the UNOs

Table- 2.4: BCS Batch Number of the Respondents

Batch Number	Frequency	Percentage
10 th Batch	2	3.33
11 th Batch	10	16.67
13 th Batch	11	18.33
15 th Batch	5	8.33
17 th Batch	4	6.67
18 th Batch	3	5
20 th Batch	25	41.67
Total	60	100

Source: Field Survey, March 2008.

The Table-2.4 showing the batches that is, the entry mark of the respondents. Here we find interestingly, when almost half (41.67) belongs to 20th batch, serving in a position which is also being served by the same number (23) of people of 10th, 11th, and 13th batch officers appointed more than a decade back; the natural question arises here, whether the situation is the outcome of exact scenario of performance appraisal. However, it is unlikely that the officers

from 10th and 11th batches are serving in this capacity. Overall, the young officers are becoming involved in development management at Upazila level

2.1.4. Working Experience of UNOs

Table-2.5: Working Experience of UNOs in Civil Service

Working Experience (in Year)	Frequency	Percentage
5-7	25	41.67
8-10	7	11.67
11-13	16	26.67
14 and Above	12	20
Total	60	100

Source: Field Survey, March 2008.

This table shows the working experience of UNOs in Bangladesh Civil Service. It reveals that nearly half (46.67) of the respondents have 11-14 years of experience in the public bureaucracy, and nobody has less than 5 years at least. Therefore, length of service is one of the important determinants to make a position al local level service delivery.

Table-2.6: Working Experience of UNOs in Field Bureaucracy

Working Experience (in Year)	Frequency	Percentage
5-6	13	21.67
7-8	22	36.67
9 and Above	25	41.67
Total	60	100

Source: Field Survey, March 2008.

The above table represents the working experience of UNOs in field bureaucracy and reveals that nearly half (41.67) of them have more than 9 years of experience in the same field; no one has experience of less than 5 years, i.e. all the respondents have enough experience to hold the post and perform better.

Table-2.7: Working Experience as Upazila Nirbahi Officer

Working Experience (in Year)	Frequency	Percentage
Below 1Year	15	25
1 Year	17	28.33
2 Years	16	26.67
3 Years	4	6.67
4Years	6	10
5 Years	2	3.33
Total	60	100

Source: Field Survey, March 2008.

Note. Number in the parenthesis indicates percentage.

The Table-2.7 shows how long the respondents are serving as UNO. It tells that a very few of them have experience as UNO, only 13.33% have 4-5 years of experience while the majority 53.33% (25+28.33) have just one year of experience or below than that. This, however, informs that this position is like a musical chair – one person comes eventually and then goes accordingly.

2.2 Training Background of UNOs

2.2.1 Training Courses Completed by the UNOs

Table-2.8: In-Country Training Received by the UNOs

No	Types of Training (In-Country)	Frequency	Percentage
1	Foundation Training Course	60	100
2	Law and Administration Training	60	100

	Course		
3	Survey and Settlement Training Course	60	100
4	BMA Orientation Course	44	73
5	Land Management Course	11	18.33
6	Orientation Course for UNOs	21	35
7	Public Procurement Management	4	6.67
8	Gender and Development	4	6.67
9	Basic Computer Training	6	10
10	Human Resource Management and Planning	3	5
11	TOT on Local Government	1	1.67
12	Disaster Management Course	2	3.33
13	Anti Corruption Course	2	3.33
14	Environmental Conservation	1	1.67
15	Training Course on Treasury Issues	1	1.67

$f=60$

Source: Field Survey, March 2008.

Note: Multiple answers are counted.

This Table-2.8 contains the training information of the respondents and thus shows - all of them have received the mandatory training courses, that is, Foundation Training Course; Law and Administration Training Course; and Survey and Settlement Training Course. 75% of them have taken part in the BMA Orientation Course and only 18.33 took part in Land Management Course. The courses like - Orientation Course for UNOs; Public Procurement Management; Gender and Development; Basic Computer Training; Human Resource Management and Planning; Disaster Management Course; Anti Corruption Course, Environmental Conservation; and Training Course on Treasury Issues are not getting priority and any importance at all, as it seems from the percentage of participation. Even only 35% of the respondents have imparted in Orientation Course for UNOs i.e. 65% are yet to be trained and are serving without receiving the most relevant course.

However, Table-2.9 shows the different types of foreign training received by the Upazila Nirbahi Officers. According to the previously mentioned table, 11.66% have participated in overseas training programme viz., Young Leadership Programme, Information Technology, Public Policy, Regional Conference on HIV/AIDS, Business Studies. It indicates that the officers working in field bureaucracy have very limited opportunity.

Table-2.9: Foreign Training Received by the UNOs

No	Types of Foreign Training	Frequency	Percentage
1	Young Leadership Programme	2	3.33
2	Information Technology	1	1.67
3	Public Policy	1	1.67
4	Regional Conference on HIV/AIDS	1	1.67
5	Business Studies	1	1.67
6	Non-remunerative Voluntary Blood Donation Workshop	1	1.67

$f=60$

Source: Field Survey, March 2008.

Note. Multiple answers are counted.

2.2.2 Training Institutions

Table-2.10: In-Country Training Institutions

No	Name of Training Institutions (In-Country)	Frequency	Percentage
1	Bangladesh Public Administration Training Centre (BPATC)	60	100
2	BCS Administration Academy	60	100
3	Department of Land Record and Survey (DLRS)	60	100
4	Bangladesh Military Academy (BMA)	44	73
5	Land Administration Training Centre (LATC)	11	18.33
6	Disaster Management Bureau	2	3.33
7	BIAM	2	3.33

8	RPATC Chittagong	2	3.33
9	RDA Bogra	1	1.67
10	Anti Corruption Bureau	2	3.33
11	District Administration, Barishal	1	1.67

$f=60$

Source: Field Survey, March 2008.

Note: Multiple answers are counted.

The Table-2.10 indicates the name of training institutions where the Upazila Nirbahi Officers trained in Bangladesh for their career development. It reveals that Bangladesh Public Administration Training Centre (BPATC), BCS Administration Academy, Department of Land Record and Survey (DLRS), Bangladesh Military Academy (BMA) and Land Administration Training Centre (LATC) are the pioneer institution for imparting training to the member of public bureaucracy in Bangladesh.

Table-2.11: Overseas Training Institutions

No	Name of Overseas Training Institutions	Frequency	Percentage
1	Japan International Cooperation Agency	2	3.33
2	West Bangle University, India	1	1.67
3	Lew Kan Yew School of Public Policy, Singapore	1	1.67
4	Ministry of Health, India and WHO	1	1.67
5	Government of Cambodia and WHO	1	1.67
6	CMC Limited, New Delhi	1	1.67

$f=60$

Source: Field Survey, March 2008.

Note: Multiple answers are counted.

The Table-2.11 presents the foreign training opportunities of the civil servant of Bangladesh. It shows that 8 officers out of 60 had a chance to attuned foreign training. Japan International Cooperation Agency (JICA) provides very limited training facilities (3.33%) for the civil servants. It is important that

there is a possibility to arrange foreign training facility to the Upazila Nirbahi Officers with the cooperation of the development partners to the Government of Bangladesh.

2.3 Conclusion

The Upazila Nirbahi Officers (UNOs) are young, energetic and capable to serve the people at local level. Male are the dominate person as rule of thumb in the socio-economic perspectives of Bangladesh. They are well educated and completed their graduation from recognized university. They have sound work experience in filed bureaucracy as well as Upazila Nirbahi Officer. Their training facilities at this level are not satisfactory. They received most of the training as an entry-level officer, which are not enough to serve in a position to manage and coordinate development programme at local level with changing social, economic and political scenario at Upazila in Bangladesh. They have also lack of advanced training in oversees. If government arrange career development training for the newly appointed UNOs it helps the overall development management through Upazila Parishad.

DUTIES AND RESPONSIBILITIES OF UPAZILA NIRBAHI OFFICERS IN FIELD BUREAUCRACY

3.1 Duties and Responsibilities of Upazila Nirbahi Officers

The Upazila Nirbahi Officers are functioning for overall coordination of development programmes which are implementing by various nation-building agencies at the Upazila level. Coordinating the activities of newly elected representatives of Upazila Parishad is another dimension of the responsibility of Upazila Nirbahi Officer under the democratic local governance framework at Upazila. The Table-3.1 demotes the opinion of Upazila Nirbahi Officer regarding the level of importance of their duties and responsibilities.

Table-3.1: Importance of Duties and Responsibilities as Identified by the Upazila Nirbahi Officers.

No.	Duties and Responsibilities	Level of Importance
1.	Presiding over the meetings of different committees at Upazila level like - Tender Committee, Loan Committee, Development coordination committee, Law & Order Committee etc.	98.33
2	Disburse government fund allotted to Upazila Parishad and look after the overall accounts	94.44
3	Conducting different elections within jurisdiction when necessary;	94.44
4	Maintain law and order	93.33
5	Monitoring public examinations and maintain law and order situation around the exam centres;	91.67
6	Give necessary directions and guidance to Assistant Commissioner (Land) to perform the activities relating to Land Administration efficiently;	90.44

7	To ensure whether government directions and orders are being implemented properly at field level;	88.89
8	Supervise and monitoring receive, store and distribution of relief goods at times of natural disaster;	87.78
9	Acting as drawing and disbursing officer of the concerned subordinate officials;	86.67
10	Monitoring the activities of local government institutions, supervise their financial matter and to investigate into and file suit against if necessary;	85.83
11	Provide protocol to the visiting high officials and special-guests;	83.33
12	Take necessary steps to resolve audit objections, if any, while disbursing government grants to Upazila Parishad;	79.44
13	Supervise and make control over revenue and budget activities of the Upazila;	78.89
14	To take necessary measures to observe national days and ceremonies as regards;	78.33
15	Collection of government receipts as representative of DC and to file and resolve certificate cases;	78.33
16	Design development schemes and supervise implementation of annual development programmes at Upazila level;	76.67
17	To represent the district administration on hearing of revenue cases and take necessary steps;	77.78
18	Arranging mobile court for ensuring civic rights;	74.33
19	Eviction of illegal occupants from government lands and make orders to sale immovable govt. properties;	73.89
20	To inspect educational institutions within the Upazila;	72.22
21	Try to attract government attention to the local problems;	63.89
22	Organizing sports, arts and cultural activities in Upazilla	57.67
23	Hearing the problems of local people to resolve different types of conflicts;	53.89
24	Controlling child marriage and ensuring women and child rights in Upazilla	53.25

25	Monitoring fertilizer and seed distribution activities	51.67
26	Controlling narcotics	48.44
27	Assessing training needs, organise training programmes for the employees working at the Upazila;	46.67
28	Rinsing consciousness on environmental protection	46.45

1) Conducting Meetings: The UNOs have to preside over the meetings of different committees at Upazila level like - Tender Committee, Loan Committee, Development coordination committee, Law & Order Committee etc. The situation focuses that in absence of the public representatives the UNOs have become ex-officio chairman of the aforementioned committees and have to engage in conducting so many meetings that they have little time to oversee various development programmes being implemented within his jurisdiction. This situation, thus demands thorough training on conducting meetings and preparing resolutions; besides, delegation of authority to preside over some meetings to next ones in the administrative chain.

2) Disbursement & Supervision of Government Fund: The UNOs have to look after how those government money disbursed by him is being spent in various development programmes and elsewhere. The respondents while prioritising the importance of responsibilities of UNOs considered this as the second highest (94.44). Therefore intensive training courses on fund disbursement and supervision to be organised for the UNOs so that they could discharge this particular types duties smoothly keeping the government transactions transparent.

3) Conducting Elections: Most of the respondents (94.44) prioritised very highly the responsibilities of conducting different elections within their

jurisdiction when necessary. As we experience very frequently the tempering of election results, snatching of ballot boxes, make hindrances on the way to polling booth - and all of which resulting in continual quarrel among the parties involved that certainly impact badly on the overall development process of the country. Considering the total scenario, such training programmes/workshop/seminar should be chalked out which could enable the UNOs to conduct elections efficiently avoiding all that happens now and then.

4) Maintain Law & Order: Maintaining law and order situation got 93.33% response from the respondents whiling prioritizing the importance of the duties and responsibilities of the UNOs. It finds that the UNOs have vital role to play in maintaining law and order in the field level. Keeping this perspective in mind, such type of training courses to be organised for the UNOs that covers law and order and disciplinary inputs; even, it could serve better if the participants are sought from diverse sources especially from police administration.

5) Maintain Law & Order Around Public Exam Centres: Maintain close monitoring over the environ so that public examinations could take place peacefully and maintain law and order situation around the exam centres is one of the most important tasks the UNOs to perform as responses from 91.67% reflect.

6) Maintain Supervision over Land Administration: As 90.44% responses from the respondents reveal that the UNOs have to give necessary directions and guidance to Assistant Commissioner (Land) to perform efficiently the activities relating to Land Administration. In any consideration - to make land administration transparent; make it biased towards the people, and make the people free from the yoke of tyranny and harassment by

corrupt land officials- is the need of the time. Considering this as the first priority necessary measures like training programmes and sustainable schemes to be planned and implemented to fulfill the long felt necessity.

7) Overseeing on Implementation of Government Directions: 88.89% responses of the respondents reveal that it is the UNO who has to ensure whether government directions and orders are being implemented properly at field level. It is frequently experienced at the field level that both - the implementer and the fellow people for whom it is being implemented - are fully unconscious about what the government decision/directions are and why that is being implemented. To come out of this situation, training programmes may be formulated accommodating need-based inputs which could help the UNOs maintain timely liaison with the controlling organs of the government and to be able to deliver the best for the people eliminating the gaps and misunderstandings whatsoever.

8) Managing relief and rehabilitation at times of Natural Disaster: Supervision and monitoring receive, store and distribution of relief goods at times of natural disaster are vital duties the UNOs to perform. Mismanagement, inefficiency and corruption in collection, storage and distribution of relief goods as if has become a chronic problems in our country. As our country is a natural disaster-prone area; managing disasters and its consequences must count with due importance and priority. And the people involved with the process, mainly the UNOs as head of Upazila administration, need to be equipped with practical knowledge and accessories for management of the same - so they could cope with the situation efficiently, neutrally in a concerted manner involving all available forces at hand ignoring who is in power and outside.

9) To Work as Drawing & Disbursing Officer: Acting as drawing and disbursing officer of the concerned subordinate officials is one of the major financial responsibilities of the UNOs to perform. In discharging this important duty, any irregularity, inefficiency or lack of knowledge may occur adversities to government money, the people concerned and even the DDO himself. So, thorough knowledge and skills – on how an ideal DDO should execute his duties – to be instilled into the UNOs which help them perform better as DDOs than they could do earlier.

10) To Work as Drawing & Disbursing Officer: Monitoring the activities of local government institutions, supervise their financial matter and to investigate into and file suit against if necessary; As the local government institutions are ailing for long because of proper empowerment, safeguarding, supervision and corruption as resultants of all those must accessories. In absence of the people's representatives at the concerned level – as it is their responsibility oversee the lower tier whether they are running better or otherwise – it is the bureaucrats, working at the field level to take initiative that give proper guidance and directions to the local government institutions as they should deserve from the people's representatives.

11) Miscellaneous Responsibilities of the UNOs : The UNOs have to discharge many other duties and responsibilities other than the functions mentioned above, like – providing protocol to the visiting high officials and special-guests; resolve audit objections; supervision and control over revenue and budget activities; observe national days and ceremonies; collection of government receipts and resolve certificate cases; design development schemes and oversee implementation of ADPs; represent the district administration on hearing of revenue cases and take necessary steps; organize mobile court for ensuring civic rights; eviction of illegal occupants from

government lands and make orders to sale immovable govt. properties; inspect educational institutions; organizing sports, arts and cultural activities; resolve different types of local conflicts; controlling child marriage and ensuring women and child rights in Upazilla; monitoring fertilizer and seed distribution activities; controlling narcotics; assessing training needs, organise training programmes for the employees working at the Upazila; boost up consciousness on environmental protection – etc. Considering the voluminous functions, workshop/seminars encapsulating all the messages, in addition to the courses suggested earlier, should be organized just to recollect their vast responsibilities which could make them overhauled and conscious enough.

3.2 Importance of Special Training for Discharging Duties and Responsibilities of UNOs.

Table-3.2: Importance of Special Training as Mentioned by the Upazilla Nirbahi Officers.

UNOs	Importance (%)						Total
	Most Important	More impotent	Important	Less Important	Not Important	No Comment	
Frequency	30	13	9	2	4	2	60
Percentage	50	21.67	15	3.33	6.67	3.33	100

Table-3.2 shows how 'Special Training Course for UNOs matters in discharging their duties and responsibilities. Here exactly half portion (50%) respondents count it most important; 21.67% thinks it 'more important' and

15% marks it as 'important'; while a little, not more than 10% thinks it 'Less important' and 'Not important' – which means that the training courses have good impact in performing their job better.

3.3 Conclusion

With the inception of Upazila Parishad, a rural local government body with people's representation, the duties and responsibilities of Upazila Nirbahi officers are more important than before. Coordination of development activities with Upazila Chairman is must in this perspective. However, to implement the different types of duties and responsibilities effectively and efficiently the UNOs need advanced training on development management with special reference to modern management tools and techniques including the effective use of communication and information technology. In this connection, 50 % and 21% of Upazila Nirbahi Officer mentioned that they need training as most and more important for career development respectively.

TRAINING NEEDS OF UPAZILA NIRBAHI OFFICERS

4.1 General Features of Proposed Training Course

It is equally important to determine the general background of the training programme of Upazila Nirbahi Officers. In this chapter, at first, we are going to discuss the course title, course duration, course objectives to understand the clear goal and time frame of the training course.

4.1.1 Proposed Course Title

The Table-4.1 reflects on what should be title of the course for UNOs as proposed by the respondents. It reveals that six titles were suggested by different segments of the respondents namely, 'Upazila Administration and Development Course for UNOs' (45%), 'Local Governance and Development Course for UNOs' (21.67%); 'Orientation Course for Upazilla Nirbahi Officers' (13.33%); 'Managing Change Through Field Administration: Role of UNOs' (10%); 'Field Administration and Development Course for Upazilla Nirbahi Officers' (8.33%); and 'Public Administration and Management Course for Uazilla Nirbahi Officers' (1.67%). But the second one seems the better option though only 21.67% favored it.

Table-4.1: Course Titled Offered by the UNOs

No	Title of the Course	Frequency	Percentage
1	Upazila Administration and Development Course for UNOs.	27	45
2	Local Governance and Development Course for UNOs.	13	21.67
1	Orientation Course for Upazilla Nirbahi Officers.	8	13.33

5	Managing Change Through Field Administration: Role of UNOs.	6	10
2	Field Administration and Development Course for Upazilla Nirbahi Officers	5	8.33
6	Public Administration and Management Course for Uazilla Nirbahi Officers	1	1.67
Total		60	100

Source: Field Survey, July 2008

4.1.2 Course Duration

This Table-4.2 deals with the duration of the proposed course as suggested by the respondents. Though almost half (46.66%) opined for 4 weeks, and good segment (20%) opted for 3 weeks, 2 weeks may be the ideal duration as the participants of the suggested course i.e. the UNOs have to perform a lot of responsibilities, and they do not have any leave substitutes, in absence of them mismanagement may occur at their offices.

Table-4.2: Duration of Training Course for UNOs

Duration of Training Course	Frequency	Percentage
4 Weeks	28	46.66
3Weeks	12	20
2Weeks	14	23.33
1Week	6	13.95
Total	60	100

Source: Field Survey, July 2008

4.1.3 Proposed Course Objectives

This Table-4.3 highlights on relevance of the proposed course objectives in connection with the responsibilities of the UNOs to perform. It discloses that 95% respondents think the course will 'enable the UNOs to run the Upazila Administration with competence, update ideas, vision, knowledge and skills

so that they can discharge their duties with confidence'; 92.78% think the course would help the participants 'to run the Upazila Administration with sufficient knowledge of the field administration and local government institutions'; next highest portion (91.67%) think it would make them capable of 'to run the Upazila Administration with a pro-poor attitude so that they can provide service to the poor people at the time of their need'; and all the better segments 88.89%, 88.33%, 86.67%, 84.72% - more or less, think within the same orbit, though the lowest number (72.88%) of opinion come up with the idea that objectives of the proposed course may 'inspire UNOs to take local need based projects, which may help the disadvantaged local peoples in future' however, could be adjudged as the best one.

Table-4.3: Proposed Course Objectives and its Relevance with the Job Responsibilities of Upazila Nirbahi Officers.

No	Proposed Course Objectives	Relevance (%)
1	To enable the UNOs to run the Upazila Administration with competence, update ideas, vision, knowledge and skills so that they can discharge their duties with confidence.	95
2	To run the Upazila Administration with sufficient knowledge of the field administration and local government institutions.	92.78
3	To run the Upazila Administration with a pro-poor attitude so that they can provide service to the poor people at the time of their need.	91.67
4	To run the Upazila Administration with the idea of the structure and functions of Upazila Parishad, various communities including development co-ordination committee.	88.33
5	To run the Upazila Administration with a feeling of importance of development coordination and good inter-personal relationships with Upazila Chairman	88.89

6	To make the UNOs good financial manager and development coordinator so that government allocation as well as development purpose are utilized fruitfully.	86.67
7	To run the Upazila Administration with awareness of GO-NGO relation, information technology, constitutional obligation, land management, financial management as well as development administration.	84.72
8	To inspire UNOs to take local need based projects, which may help the disadvantaged local peoples in future.	72.88

Source: Field Survey, July 2008

4.2 Proposed Training Course Curricula for UNOs

4.2.1 Proposed Course Modules

The Table-4.4 focuses on the importance of course modules as suggested by the respondents. Here it seems that the level of importance identified judiciously as 'basic knowledge on public/civil works' stood lowest; because in spite of a little bit of knowledge on civil works, the civil servants outside its domain, would do little to go into the tricks being played usually on this pitch.

Table-4.4: Course Modules Offered by the UNOs

No	Course Modules	Level of Importance (%)
1	Introduction to Upazila Administration	95.55
2	Modern Management Issues	89.25
3	Development Administration	98.15
4	Essential Laws and Rules	92.33
5	Land Management	85.55
6	Basic Knowledge on Public/Civil Works	75.25
7	Field Visit, Group Exercise and Individual Action Plan	91.15

Source: Field Survey, July 2008.

4.2.2 Detail Course Content within Modules

4.2.2.1 Module-1: Introduction to Upazila Administration

Table-4.5: Topics Offered by the UNOs for Module-1: Introduction to Upazila Administration.

No.	Topics	Level of Importance (%)
1.	Field Administration and Upazila Parishad: Structure and Functions	96.67
2.	Functions of Various Development Committees in Upazilla Level Including Development Coordination Committee	98.33
3.	Role of UNOs in Upazilla Administration	95.00
4.	Rules & Regulations relating to Upazila Parishad including Financial Rules of Upazila Parishad/Administration	95.66
5.	Upazilla Parishad Budget and Local Resource Mobilization	82.25
6.	ADP of Upazilla Parishad and Management of Development Projects	95.55
7.	Role of Local Government Organizations in Rural Development and Functions of Union Parishad	91.11
8.	Co-ordination among Upazila Parishad, Union Parishad and Paurashava	23.33
9.	Local Governance in SAARC Countries	12.77

Source: Field Survey, July 2008.

The above mentioned Table-4.5 encompasses the spheres of Module- 1 of the proposed course for UNOs according to their importance identified by the respondents. It reveals that some components of this module, namely – Field Administration and Upazila Parishad: Structure and Functions; Functions of Various Development Committees in Upazilla Level Including Development

Coordination Committee; Role of UNOs in Upazilla Administration; Rules & Regulations relating to Upazila Parishad including Financial Rules of Upazila Parishad/Administration; ADP of Upazilla Parishad and Management of Development Projects; Role of Local Government Organizations in Rural Development and Functions of Union Parishad; – have got most importance (91 – 96%).

It may seem quite unjustifiable, while the respondents rank 'Upazilla Parishad Budget and Local Resource Mobilization' below (82.25%) than that of the other ones. More surprisingly, they ignored the matter of coordination among the local government bodies around, and almost overlooked the global perspectives as the section 'Co-ordination among Upazila Parishad, Union Parishad and Paurashava' and 'Local Governance in SAARC Countries' got responded from only 23.33% and 12.77% respectively.

4.2.2.2 Module-2: Modern Management Issues

This Table-4.6 contains the components of Module – 2 in accordance with their importance imposed by the respondents. The topics, namely, 'Drawing and Disbursing Responsibilities of UNOs', 'Management of Educational Institutions and Public Examinations'; and 'Conflict Management and Staff Discipline Enforcement' have got highest (95%). Besides, the topics on - Office Management and Correspondence; Leadership and Techniques of Coordination; and Office Automation and E-governance; have obtained 80% and above; while, topics like -Office Inspection and Report Writings; Performance Appraisal and ACR Writing; and Computer Skills: MS Word, Internet and E-mail – rated very below. However, the respondents rated Total Quality Management as the lowest (25.33%), surprisingly.

Table-4.6: Topics Offered by the UNOs for Module-2: Modern Management Issues.

No	Topics	Level of Importance (%)
1.	Office Management and Correspondence	82.25
2.	Drawing and Disbursing Responsibilities of UNOs	95.55
3.	Conducting Meeting, Seminar and Workshop	79.35
4.	Office Inspection and Report Writings	78.33
5.	Performance Appraisal and ACR Writing	75.67
6.	Management of Educational Institutions and Public Examinations	95.00
7.	Conflict Management and Staff Discipline Enforcement	96.67
8.	Leadership and Techniques of Coordination	89.67
9.	Computer Skills: MS Word, Internet and E-mail	50.25
10.	Office Automation and E-governance	89.35
11.	Total Quality Management	25.33

Source Field Survey, July 2008.

4.2.2.3 Module-3: Development Administration

The Table-4.6 denotes the detail course content of the module “Development Administration”. In this module, the respondents mentioned 98% importance to upgrade their knowledge and skills relating with disaster management. It also indicates that design and implementation of development projects at local level is very much important for effective and efficient management of development projects at rural level as 97% importance is given by the respondent. Moreover, citizen charter as a tool to improve the service delivery to the citizen as well as customer which is recommended by the respondents with 95% importance. Relation between civil servants and public representatives is another area of interest which is rated by the respondents as 91% importance.

Table-4.7: Topics Offered by the UNOs for Module-3: Development Administration.

No.	Topics	Level of Importance (%)
1.	Relation among GO, NGOs and Volunteer Organizations.	89.55
2.	Poverty Reduction Strategies (PRS) and Millennium Development Goals (MDGs).	81.67
3.	Stress and Crisis Management.	91.45
5.	Disaster Management Challenges	98.55
6.	Sustainable Development and Environmental Issues	67.33
8.	Relation between Civil Servants and Public Representatives.	93.55
10	Citizen Charter	95
11	Design and Implementation of Development Projects at Local Level	97.55
12	Changing Patterns of Rural Economy in Bangladesh.	85.67
13	Monitoring Agricultural Inputs	75.55

Source: Field Survey, July 2008.

4.2.2.4 Module-4: Essential Laws, Rules and Orders

The Table-4.7 contains the ingredients of module – 4 as order importance imposed by the respondents. The topic on ‘Constitution of the People's Republic of Bangladesh’ should be ‘salient features of Bangladesh Constitution’; because it is quite impossible to acquaint the participants with the constitution fully in a short, moreover, rules regulations regarding test relief and VGD/VGF do not deserve to be a complete topic itself, rather it should be accommodated with other spaces relevant. Furthermore, the topic ‘Magisterial Functions of Upazila Nirbahi Officers’ should be left out as the participants of this category have no more scope to exercise magistracy, better, instead of it, the space may be filled with any other special topic such as, extra-judicial settlement and the like

Table-4.8: Topics Offered by the UNOs for Module-4: Essential Laws, Rules and Orders.

No.	Topics	Level of Importance (%)
1.	Constitution of the People's Republic of Bangladesh	85.33
2.	Preventive Measures under Cr. P.C	94.25
3	Maintaining Law and Order in Upazila: Functions of Upazila Law & Order Committee	88.67
4	Magisterial Functions of Upazila Nirbahi Officers.	98.33
3.	Anti Corruption Commission Act, 2004	75.25
4.	Public Procurement Act, 2006	95
5.	Protocol, Warrant of Precedence and Privileges of Ministers and MPs.	80.45
6	Minor Acts (Contempt of Court)	65.33
7	Rules on Voter Registration and Election	91.25
8	Test Relief (TR) and Food For Works (FFW), VGD, VGF Rules and Guidelines	86.75

Source: Field Survey, July 2008.

4.2.2.5 Module-5: Land Management

This Table-4.8 encompasses different topics on Land Management as importance imposed by the respondents. Here three topics, namely – Khas Land Management and Settlement: Responsibilities of UNO; Sairat Mahal Management, Hat Bazar Ejara, Jal Mohal Ejara , Balu Mohal Ejara; and Vested Properties and Abandoned Properties Management have been highly (above 90) rated by the respondents. In comparison, other issues like, Land Based Poverty Alleviation Programmes: Adorshagram, Asrayan and Abashan; Eviction Process of Illegal Occupants from Government Lands; Inspection of Land Offices; have got less importance. It reveals that these most important issues are always being neglected by whom those are entrusted to guard and inspect government properties constantly. However, these topics should have

more spaces while formulating courses like these types of personnel to get them motivated appropriately.

Table-4.9: Topics Offered by the UNOs for Module-5: Land Management.

No.	Topics	Level of Importance (%)
1	Salient Features of the SA and Tenancy Act,1950, and The Tenancy Rules, 1955	62.67
2	Khas Land Management and Settlement: Responsibilities of UNO.	91.33
3	Vested Properties and Abandoned Properties Management.	89.25
4	Sairat Mahal Management, Hat Bazar Ejara, Jal Mohal Ejara , Balu Mohal Ejara	98.55
5	Land Based Poverty Alleviation Programmes: Adorshagram, Asrayan and Abashan.	75.16
6	Eviction Process of Illegal Occupants from Govt. Lands.	79.55
7	Inspection of Land Offices.	71.55

Source: Field Survey, July 2008.

4.2.2.6 Module-6: Basic Knowledge on Civil Works

The Table-4.9 presents the urgency of basic knowledge on civil works for the Upazila Nirbah Officers. It denotes that the civil servants have to basic ideas of public/civil works as they performed their duty as a coordinator of these works. It is their duty to ensure minimum quality of different public works within their jurisdiction. According to the present survey, the knowledge on estimate and measurement of public/civil works is the most important issue as they rated it 89%. Moreover, the UNO are functioning as a development manager they would like to know the monitoring of the various construction works like buildings, roads, bridge and Culverts etc which is rated 85% level of importance. Besides, Upazila Nirbahi Officers are interested to know the quality control of public/civil works as well as their maintenance.

Table-4.10: Topics Offered by the UNOs for Module-6: Basic Knowledge on Civil/Public Works.

No.	Topics	Level of Importance (%)
1	Estimate and Measurement of Public/Civil Works	89.55
2	Quality Control of Public/Civil Works	67.33
3	Monitoring the Construction Works of Building, Roads, Bridge and Culverts etc.	85.25
4	Maintenance of Public/Civil Works	60%

Source: Field Survey, July 2008.

4.2.2.7 Module-7: Field Visit, Group Exercise and Individual Action Plan

It is expected that the participants of career development training programme would visit relevant fields or areas or offices to see the real life situation of concerned services provided by the concerned office. In this perspective, the respondents Table- 4.10 presents the topics offered by the UNOs for field visit, group exercise and Individual action plan. It indicates that they are interested to visit UNO office and also interested to identify critical problems and opportunities for better services delivery through group exercise and presentation.

Moreover, Designing individual action plan for improving performance of Upazila Nirbahi Officers is also rated very good (91.93%) by the respondents. On the other hand, professional code of ethics is one of the important topics for improving the professional integrity of officers who are discharging the executive authority at upazila level. Besides, it is shown that the respondents are not so interested for extension lecture. But it is important

for getting experience of successful officers in field bureaucracy in Bangladesh.

Table-4.11: Topics Offered by the UNOs for Module-7: Field Visit, Group Exercise and Individual Action Plan.

No.	Topics	Level of Importance (%)
1	Field Visit on Upazila Administration.	89.12
2	Group Exercise and Presentation	95.25
3.	Individual Action Plan for Improving Performance of UNO's Office.	91.33
4	Professional Code of Ethics	77.15
5	Extension Lectures on Experience of Successful UNOs	55.17

Source: Field Survey, July 2008.

4.3 Conclusion

The analysis of training needs of Upazila Nirbahi Offices is very much important to design a sustainable training course of UNOs. It is observed that Upazila Administration and Development Course for UNO would be the course title. The duration of proposed course may be 2 weeks with seven modules. Basic knowledge on civil or public works is a new module explored through the present study. Obviously, specifies objectives will make a success of the course.

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Need based training is must for enhancing the career of the field bureaucrats specially the Upazil Nirbahi Officers in Bangladesh. The present study implies that the Upazila Nirbahi Officers have full potentials to prove them as an initiator as well as coordinator of development management within their jurisdiction. It also indicates that if they have opportunity to train up on the basis of their needs they will definitely enhance their capacity to improve the quality of services at their level. So it is expedient that it is great to train up them first and then to assign them as an Upazila Nirbahi Officers for better outcome.

5.2 Recommendations

Based on the findings of the present inquiry the following course curriculum is herewith equally recommended for the Upazila Nirbahi Officers in Bangladesh for making field bureaucracy effective and efficient for ensuring better service delivery to the grassroots people:

1 Course Title: Upazila Administration and Development Course for UNOs.

2. Course Duration: Two Weeks

3. Course Objectives:

- (a) To enable the UNOs to run the Upazila Administration with vision, update knowledge and competence so that they can discharge their duties with confidence;

- (b) To run the Upazila Administration with sufficient knowledge of the field administration specially the structure and functions of Upazila Parishad;
- (c) To run the Upazila Administration with a pro-poor attitude so that they can provide service to the poor people at the time of their need;
- (d) To run the Upazila Administration with the idea of updated government rules and laws;
- (e) To run the Upazila Administration with a feeling of importance of development coordination including GO-NGO relation with good inter-personal communication skill;
- (f) To make the UNOs good financial manager and development coordinator so that government allocation as well as development purpose are utilized fruitfully;
- (g) To run the Upazila Administration with awareness of information technology, basic civil works and land management issues; and
- (h) To inspire UNOs to take local need based projects, which may help the disadvantaged local peoples in future.

4. Course Contents:

Module-1: Introduction to Upazila Administration

No.	Topic
1.	Field Administration and Upazila Parishad: Structure and Functions
2.	Functions of Various Development Committees in Upazilla Level Including Development Coordination Committee
3.	Role of UNOs in Upazilla Administration
4.	Rules & Regulations relating to Upazila Parishad including Financial Rules of Upazila Parishad/ Administration
5.	Upazilla Parishad Budget and Local Resource Mobilization
6.	ADP of Upazilla Parishad and Management of Development Projects

7.	Role of Local Government Organizations in Rural Development and Functions of Union Parishad
8.	Co-ordination among Upazila Parishad, Union Parishad and Paurashava
9.	Local Governance in SAARC Countries

Module-2: Modern Management Issues

No	Topic
1.	Office Management and Correspondence
2.	Drawing and Disbursing Responsibilities of UNOs
3.	Conducting Meeting, Seminar and Workshop
4.	Office Inspection and Report Writings
5.	Performance Appraisal and ACR Writing
6.	Management of Educational Institutions and Public Examinations
7.	Conflict Management and Staff Discipline Enforcement
8.	Leadership and Techniques of Coordination
9.	Computer Skills: MS Word, Internet and E-mail
10.	Office Automation and E-governance
11.	Total Quality Management

Module-3: Development Administration

No.	Topic
1.	Relation among GO, NGOs and Volunteer Organizations.
2.	Poverty Reduction Strategies (PRS) and Millennium Development Goals (MDGs)

3.	Stress and Crisis Management
5.	Disaster Management Challenges
6.	Sustainable Development and Environmental Issues
8.	Relation between Civil Servants and Public Representatives
10	Citizen Charter
11	Design and Implementation of Development Projects at Local Level
12	Changing Patterns of Rural Economy in Bangladesh
13	Monitoring Agricultural Inputs

Module-4: Essential Laws, Rules and Orders

No.	Topic
1.	Salient Feature of the Constitution of the People's Republic of Bangladesh
2.	Preventive Measures under Cr. P.C
3	Maintaining Law and Order in Upazila: Functions of Upazila Law & Order Committee
4	Magisterial Functions of Upazila Nirbahi Officers
3.	Anti Corruption Commission Act, 2004
4.	Public Procurement Act, 2008
5.	Protocol, Warrant of Precedence and Privileges of Ministers and MPs
6	Minor Acts (Contempt of Court)
7	Rules on Voter Registration and Election
8	Test Relief (TR) and Food For Works (FFW), VGD, VGF Rules and Guidelines

Module-5: Land Management

No.	Topic
1	Salient Features of the SA and Tenancy Act, 1950, and The Tenancy Rules, 1955
2	Khas Land Management and Settlement: Responsibilities of UNO
3	Vested Properties and Abandoned Properties Management
4	Sairat Mahal Management, Hat Bazar Ejara, Jal Mohal Ejara , Balu Mohal Ejara
5	Land Based Poverty Alleviation Programmes: Adorshagram, Asrayan and Abashan
6	Eviction Process of Illegal Occupants from Government Lands
7	Inspection of Land Offices

Module-6: Basic Knowledge on Civil Works

No.	Topic
1	Estimate and Measurement of Civil Works
2	Quality Control of Civil Works
3	Monitoring the Construction Works of Building, Roads, Bridge and Culverts
4	Maintenance of Civil Works

Module-7: Field Visit, Individual Action Plan and Extension Lecture

No.	Topic
1	Field Visit on Upazila Administration
2	Group Exercise and Presentation
3.	Individual Action Plan for Improving Performance of UNO's Office
4	Professional Code of Ethics
5	Extension Lectures: Lessons from Successful UNOs

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APPENDIX

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র
বিপিএটিসি, সাভার, ঢাকা

Assessment of Training Needs for the Functionaries of Field Bureaucracy: The Case of Upazila Nirbahi Officers in Bangladesh

প্রশ্নপত্র

[উপজেলা নির্বাহী অফিসারগণের কার্যালয় মাঠ প্রশাসনের একটি অতি গুরুত্বপূর্ণ একক। তৃণমূল পর্যায়ে সরকারী সিদ্ধান্তের বাস্তবায়ন এবং উন্নয়ন কার্যক্রমে সমন্বয় সাধনে নিয়োজিত এসব কর্মকর্তাদের কার্যক্রমকে অধিকতর ফলপ্রসূ করার নিমিত্তে যুগোপযোগী প্রশিক্ষণ এর প্রয়োজন অনস্বীকার্য। অবশ্য ইতোমধ্যে সবকার উপজেলা নির্বাহী অফিসারদের পদায়ন পূর্ববর্তী একটি সংক্ষিপ্ত প্রশিক্ষণের উদ্যোগ গ্রহণ করেছে। এমতাবস্থায় উপজেলা নির্বাহী অফিসারদের প্রশিক্ষণ চাহিদা নিরূপন এবং ভবিষ্যতে এ সংক্রান্ত প্রশিক্ষণ কার্যক্রমকে অধিকতর ফলপ্রসূ করার জন্য এই প্রশ্নপত্রটি প্রস্তুত করা হয়েছে। প্রশ্নপত্রের মাধ্যমে প্রাপ্ত উপাত্ত কেবল গবেষণা কর্মে ব্যবহৃত হবে। কোন অবস্থাতেই প্রশ্নপত্র জবীপে অংশগ্রহণকারী কর্মকর্তাদের পরিচয় প্রকাশ করা হবে না। সংশ্লিষ্ট উপজেলা নির্বাহী অফিসারগণকে প্রাপ্ত প্রশ্নপত্র জরীপে অংশ নেয়ার জন্য বিশেষ ভাবে অনুবোধ করা হলো।]

- ১। নাম (ঐচ্ছিক) :
- ২। পদমর্যাদা :
- ৩। কর্মস্থল :
- ৪। প্রযোজ্য ক্ষেত্রে √ চিহ্ন দিন :
ক) পুরুষ খ) মহিলা
- ৫। জন্ম তারিখ : / / দিন / / মাস / / বছর
- ৬। আপনার সর্বোচ্চ শিক্ষাগত যোগ্যতা (√ চিহ্ন দিন)
(১) স্নাতক বা সমমান (২) স্নাতকোত্তর বা সমমান (৩) এম ফিল (৪) পিএইচডি
- ৭। যে বিষয়ে সর্বোচ্চ শিক্ষাগত যোগ্যতা অর্জন করেছেন তা উল্লেখ করুন :
- ৮। বিসিএস (প্রশাসন) ক্যাডার এ যোগদানের তারিখ : ব্যাচ :
- ৯। বর্তমান পদে যোগদানের তারিখ :

১০। চাকুরীতে যোগদানের পূর্বে এ পর্যন্ত আপনি দেশে এবং বিদেশে কি ধরনের প্রশিক্ষণ গ্রহণ করেছেন তা উল্লেখ করুন :

কোর্সের নাম	মেয়াদ	সন	প্রতিষ্ঠান

১১। মাঠ প্রশাসনে আপনার চাকুরীর সময়কাল উল্লেখ করুন ?

- ☐ ৩০৪ বৎসর
- ☐ ৫০৬ বৎসর
- ☐ ৭০৮ বৎসর
- ☐ ৯ বৎসর এবং ততোধিক

১২। উপজেলা নির্বাহী অফিসার হিসেবে আপনি যে সকল কার্য সম্পাদন করেন তাব গুরুত্ব অনুযায়ী আপনার মতামত স্কেলে প্রদান করুন। (প্রযোজ্য ক্ষেত্রে $\sqrt{\quad}$ চিহ্ন দিন) (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)।

ক্রমিক নং	ইউএনও এর কার্যাবলী	গুরুত্বের মাত্রা					
১.	উপজেলা পর্যায়ে বিভিন্ন কমিটি যেমন টেন্ডার কমিটি, ঋণ কমিটি, আইনশৃংখলা কমিটি, উন্নয়ন সমন্বয় কমিটি ইত্যাদির সভাপতি হিসেবে দায়িত্ব পালন।	১	২	৩	৪	৫	৬
২.	স্থানীয় সরকার প্রতিষ্ঠান যেমন ইউনিয়ন পরিষদের অর্থ সংক্রান্ত বিষয়াদি তদারকিকরণ এবং প্রয়োজনে তদন্ত পরিচালনা ও মোকদ্দমা দায়েব করা।	১	২	৩	৪	৫	৬
৩.	উপজেলা আইনশৃংখলা কমিটির প্রধান হিসেবে দায়িত্ব পালন এবং উপজেলার কোন স্থানে দাঙ্গা, বেআইনি সমাবেশ বা আইন শৃংখলার অবনতি বোধে ফৌজদারী কার্যবিধির ১৪৪ ধারা জারীকরণ।	১	২	৩	৪	৫	৬

৪.	ইউনিয়ন পরিষদ, উপজেলা পরিষদ, পৌরসভা, সংসদ সদস্য ইত্যাদি নির্বাচন সংক্রান্ত দায়িত্ব পালন।	১	২	৩	৪	৫	৬
৫.	পাবলিক পরীক্ষার তদারকি এবং পরীক্ষা স্হলের শাস্তি শৃংখলা বক্ষা করা	১	২	৩	৪	৫	৬
৬.	উপজেলা রাজস্ব এবং বাজেট সংক্রান্ত কার্যক্রমের তত্ত্বাবধান ও নিয়ন্ত্রণ	১	২	৩	৪	৫	৬
৭.	উপজেলার সমন্বিত উন্নয়ন কর্মসূচী প্রণয়ন এবং বার্ষিক উন্নয়ন কর্মসূচী বাস্তবায়নের তদারকি করা।	১	২	৩	৪	৫	৬
৮.	উপজেলা পরিষদের সদস্যগণের হিসেবে দায়িত্ব পালন এবং উন্নয়ন সংশ্লিষ্ট বিষয়ে উপজেলা চেয়ারম্যানকে সহযোগিতা করা।	১	২	৩	৪	৫	৬
৯.	প্রাকৃতিক দুর্যোগকালে খাদ্য এবং তাণ সামগ্রী গ্রহণ, মজুদকরণ এবং বিলিকরণ সহ সার্বিক দায়িত্ব পালন করা।	১	২	৩	৪	৫	৬
১০.	উপজেলা পর্যায়ে সরকারী আদেশ নির্দেশ যথাযথ প্রতিপালন করা হচ্ছে কিনা তা তদারকি করা।	১	২	৩	৪	৫	৬
১১.	উপজেলা পর্যায়ে কর্মবত কর্মকর্তা ও কর্মচারীদের প্রশিক্ষণ চাহিদা নিকপণ এবং প্রয়োজনীয় প্রশিক্ষণের আয়োজন এবং সময় সাধন করা।	১	২	৩	৪	৫	৬
১২.	উপজেলা নির্বাহী অফিসারের অধীনে প্রত্যক্ষভাবে কর্মবত কর্মকর্তা এবং কর্মচারীদের আয়নভর্যন কর্মকর্তা হিসেবে দায়িত্ব পালন।	১	২	৩	৪	৫	৬
১৩.	আবশ্যিক কর্তব্য হিসেবে উপজেলায় অবস্থিত বিভিন্ন শিক্ষাপ্রতিষ্ঠান সমূহের পরিদর্শন করা।	১	২	৩	৪	৫	৬
১৪.	উপজেলায় আগত রাষ্ট্রীয় এবং সরকারী অতিথিদের প্রটোকলের দায়িত্ব পালন করা।	১	২	৩	৪	৫	৬
১৫.	উপজেলা পরিষদের দেয়া সরকারী মজুরীর অর্থ আইন অনুযায়ী লেনদেন করা এবং হিসাব সংরক্ষণ করা।	১	২	৩	৪	৫	৬
১৬.	জেলা প্রশাসনের প্রতিনিধি হিসেবে উপজেলা রাজস্ব সংক্রান্ত মোকদ্দমার জনানী গ্রহণএবং প্রয়োজনীয় আদেশ প্রদান।	১	২	৩	৪	৫	৬
১৭.	সরকারী সম্পত্তি থেকে অবৈধ দখলদার উচ্ছেদের আদেশ প্রদান এবং প্রয়োজনীয় অস্থায়ী সম্পদ বিক্রির আদেশ প্রদান।	১	২	৩	৪	৫	৬
১৮.	কাপেন্টারের প্রতিনিধি হিসেবে সরকারী পাওনা আদায় ও ১৯১৩ আইনের অধীনে দশ হাজার টাকার উর্ধ্বে সরকারী পাওনাসমূহ আদায়ের নিয়িত্তে সার্টিফিকেট মামলা কজু ও নিষ্পত্তি করা।	১	২	৩	৪	৫	৬
১৯.	উপজেলা পরিষদের ব্যয়িত অর্থের অডিট আপত্তি নিষ্পত্তি করার ব্যবস্থা গ্রহণ করা।	১	২	৩	৪	৫	৬
২০.	উপজেলা পর্যায়ে ভূমি প্রশাসনের কার্যক্রমের সূচী ব্যবস্থাপনার জন্য সহকারী কমিশনার (ভূমি) কে প্রয়োজনীয় নির্দেশ দান এবং সহায়তা প্রদান করা।	১	২	৩	৪	৫	৬

১৩। উপরোক্ত কাজগুলো বাদে আপনি যদি অন্য কোন কাজ সম্পাদন করে থাকেন তা গুরুত্ব অনুসারে স্কেলে উল্লেখ করুন।

(১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	কাজ	গুরুত্বের মাত্রা					
১.		১	২	৩	৪	৫	৬
২.		১	২	৩	৪	৫	৬
৩.		১	২	৩	৪	৫	৬
৪.		১	২	৩	৪	৫	৬
৫.		১	২	৩	৪	৫	৬

১৪। উপজেলা প্রশাসনের কাজকে ফলপ্রসূ করতে উপজেলা নির্বাহী অফিসারগণের জন্য কোন বিশেষ প্রশিক্ষণের প্রয়োজনীয়তার গুরুত্ব স্কেলে উল্লেখ করুন। (প্রযোজ্য ক্ষেত্রে √ চিহ্ন দিন)

তেমন গুরুত্বপূর্ণ নয়	কম গুরুত্বপূর্ণ	মস্তুব্য নেই	গুরুত্বপূর্ণ	অতি গুরুত্বপূর্ণ	অধিকতর গুরুত্ব পূর্ণ

১৫। উপজেলা নির্বাহী অফিসারগণের জন্য প্রস্তাবিত প্রশিক্ষণ কোর্সের মেয়াদ কত দিন হওয়া উচিত বলে আপনি মনে করেন (√ দিন)

- ক) ১ সপ্তাহ
- খ) ২ সপ্তাহ
- গ) ৩ সপ্তাহ
- ঘ) ৪ সপ্তাহ বা ততোধিক

১৬। উপজেলা নির্বাহী অফিসারগণের জন্য প্রস্তাবিত প্রশিক্ষণ কোর্সের শির্বোনায কি হতে পারে বলে আপনি মনে করেন। (√ চিহ্ন দিন)

- a. Orientation Course for Upazilla Nirbahi Officers.
- b. Field Administration and Development Course for Upazilla Nirbahi Officers.
- c. Administration and Development Course for UNOs.
- d. Local Governance and Development Course for UNOs.
- e. Managing Change Through Field Administration: Role of UNOs.
- f. OR-----

১৭। উপজেলা নির্বাহী অফিসাবগনের জন্য প্রস্তুতকৃত কোর্সেব ৯ (নয়) টি উদ্দেশ্য নির্ধাৰণ কৰা হৈছে। এসব উদ্দেশ্যসমূহ একজন একজন ইউএনও'ৰ কাৰ্যসম্পাদনেৰ ক্ষেত্ৰে কতটুকু প্ৰাসংগিক (Relevant) সে সম্পৰ্কে আপনাৰ অভিমত উল্লেখ কৰন (প্ৰযোজ্য ক্ষেত্ৰে √ চিহ্ন দিন) (১ = সৰ্বনিম্ন, ৬ = সৰ্বোচ্চ)।

ক্রমিক নং	কোর্সেব উদ্দেশ্যসমূহ	প্ৰাসংগিকতাৰ মাত্ৰা					
1.	To enable the UNOs to run the Upazila Administration with competence, update ideas, vision, knowledge and skills so that they can discharge their duties with confidence;	১	২	৩	৪	৫	৬
2.	To run the Upazila Administration with a pro-poor attitude so that they can provide service to the poor people at the time of their need;	১	২	৩	৪	৫	৬
3.	To run the Upazila Administration with sufficient knowledge of the field administration and local government institutions;	১	২	৩	৪	৫	৬
4.	To run the Upazila Administration with the idea of the structure and functions of Upazila Parishad, various communities including development co-ordination committee.	১	২	৩	৪	৫	৬
5.	To run the Upazila Administration with a feeling of importance of development coordination and good inter-personal relationships.	১	২	৩	৪	৫	৬
6.	To run the Upazila Administration with awareness of G0-NGO relation, information technology, constitutional obligation, land management, financial management as well as development administration.	১	২	৩	৪	৫	৬
7.		১	২	৩	৪	৫	৬
8.		১	২	৩	৪	৫	৬

১৮। উপজেলা নির্বাহী অফিসারগণের জন্য প্রস্তাবিত প্রশিক্ষণ কোর্সের কি কি মডিউল অন্তর্ভুক্ত করা প্রয়োজন বলে আপনি মনে করেন। (✓ চিহ্ন দিন) (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)।

ক্রমিক নং	মডিউলের নাম	গুরুত্বের মাত্রা					
1.	Introduction to Upazilla Administration	১	২	৩	৪	৫	৬
2.	Modern Management	১	২	৩	৪	৫	৬
3.	Development Administration	১	২	৩	৪	৫	৬
4.	Essential Laws and Rules	১	২	৩	৪	৫	৬
5.	Land Management	১	২	৩	৪	৫	৬
6.	Field Visit, Group Exercise and Individual Action Plan	১	২	৩	৪	৫	৬

১৯। উপরোক্ত মডিউল ছাড়া আপনি অন্য কোন মডিউল প্রস্তাব করলে তা নিম্নে উল্লেখ করুন।

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২০। আপনার প্রস্তাবিত (প্রশ্ন ১৯) মডিউলটিতে কি বিষয় অন্তর্ভুক্ত করা প্রয়োজন এবং সেগুলোর গুরুত্বের মাত্রা উল্লেখ করুন (প্রাসঙ্গিক ক্ষেত্রে) (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1.		১	২	৩	৪	৫	৬
2.		১	২	৩	৪	৫	৬
3.		১	২	৩	৪	৫	৬
4.		১	২	৩	৪	৫	৬

২১। উপজেলা নির্বাহী অফিসারগণের প্রস্তুতাবিত প্রশিক্ষণে "Introduction to Upazilla Administration" শীর্ষক মডিউল এ নিম্নোক্ত বিষয়গুলো অস্বতর্ভূত বয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন তা স্কেলে প্রকাশ করুন। (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1.	Field Administration, Structure and Functions of Upazilla Parishad.	১	২	৩	৪	৫	৬
2.	Functions of Various Development Committees in Upazilla Level Including Development Coordination Committee.	১	২	৩	৪	৫	৬
3.	Role of UNOs in Upazilla Administration.	১	২	৩	৪	৫	৬
4.	Rules & Regulations relating to Upazilla Parishad including Financial Rules of Upazilla Parishad/Administration.	১	২	৩	৪	৫	৬
5.	Upazilla Parishad Budget and Local Resource Mobilization	১	২	৩	৪	৫	৬
6.	ADP of Upazilla Parishad and Management of Development Projects	১	২	৩	৪	৫	৬
7.	Role of Local Government Organizations in Rural Development & Functions of Union Parishad	১	২	৩	৪	৫	৬
8.		১	২	৩	৪	৫	৬
9.		১	২	৩	৪	৫	৬

২২। উপজেলা নির্বাহী অফিসারগণের প্রস্তুতাবিত প্রশিক্ষণে "Modern Management" শীর্ষক মডিউলে নিম্নোক্ত বিষয়গুলো অস্বতর্ভূত করা হয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন তা স্কেলে প্রকাশ করুন। (১ = সর্বনিম্ন, ৬=সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1.	Office Management and Office Correspondence	১	২	৩	৪	৫	৬
2.	Drawing and Disbursing Responsibilities of UNOs	১	২	৩	৪	৫	৬

3.	Conducting Meeting, Seminar and Workshop.	১	২	৩	৪	৫	৬
4.	Office Inspection & Report Writings.	১	২	৩	৪	৫	৬
5.	Performance Appraisal and ACR Writing	১	২	৩	৪	৫	৬
6.	Management of Educational Institutions and Public Examinations.	১	২	৩	৪	৫	৬
7.	Conflict Management and Staff Discipline Enforcement.	১	২	৩	৪	৫	৬
8.	Leadership and Techniques of coordination	১	২	৩	৪	৫	৬
9.	Computer skills: MS Word, Internet and E-mail	১	২	৩	৪	৫	৬
10.	Office Automation & E-governance.	১	২	৩	৪	৫	৬
11.		১	২	৩	৪	৫	৬
12.		১	২	৩	৪	৫	৬

২৩। উপজেলা নির্বাহী অফিসারগণের প্রস্তুতাবিত প্রশিক্ষণের " Land Management " শীর্ষক মডিউল এ নিম্নোক্ত বিষয়গুলো অন্তর্ভুক্ত রয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন তা স্কেলে প্রকাশ করুন। (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1	☐ History of Land Management and Land Reform. ☐ Salient Features of the SA&T Act,1950, and The Tenancy Rules, 1955	১	২	৩	৪	৫	৬
2	☐ Khas Land Management and Settlement: Responsibilities of UNO. ☐ VP & Abandoned Properties Management.	১	২	৩	৪	৫	৬
3.	Sairat Mahal Management: Hat Bazar Ejara, Jhal Mohal Ejara , Balu Mohal Ejara	১	২	৩	৪	৫	৬
4.	Land Based Poverty Alleviation Programmes: Adorshagram, Asrayan and Abashan.	১	২	৩	৪	৫	৬
5.	Eviction Process of Illegal Occupants from Govt. Lands.	১	২	৩	৪	৫	৬
6.	Inspection of Land Offices.	১	২	৩	৪	৫	৬
7.		১	২	৩	৪	৫	৬
8.		১	২	৩	৪	৫	৬

২৪। উপজেলা নির্বাহী অফিসারদের প্রস্তাবিত প্রশিক্ষণের " Development Administration " শীর্ষক মডিউলে নিম্নোক্ত বিষয়গুলো অন্তর্ভুক্ত রয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন (প্রযোজ্য ক্ষেত্রে ✓ চিহ্ন দিন)। (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1.	Relation among GO, NGOs & Volunteer Organizations.	১	২	৩	৪	৫	৬
2.	PRS & MDGs	১	২	৩	৪	৫	৬
3.	☐ Stress & Crisis Management. ☐ Safety and Security Measures.	১	২	৩	৪	৫	৬
4.	Disaster Management	১	২	৩	৪	৫	৬
5.	Environment Management and Sustainable Development	১	২	৩	৪	৫	৬
6.	Protocol, Warrant of Precedence and Privileges of Ministers and MPs.	১	২	৩	৪	৫	৬
7.	Relation between Civil Servants and Public Representatives.	১	২	৩	৪	৫	৬
8.		১	২	৩	৪	৫	৬
9.		১	২	৩	৪	৫	৬

২৫। উপজেলা নির্বাহী কর্মকর্তাদের প্রস্তাবিত প্রশিক্ষণের "Essential Laws and Rules " শীর্ষক মডিউল এ নিম্নোক্ত বিষয়গুলো অন্তর্ভুক্ত রয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন (প্রযোজ্য ক্ষেত্রে ✓ চিহ্ন দিন)। (১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1.	Constitution of the People's Republic of Bangladesh	১	২	৩	৪	৫	৬
2.	☐ Preventive Measures under Cr. P.C. ☐ Maintaining Law and Order in Upazilla: Functions of Upazila Law & Order Committee. ☐ Magisterial Functions of UNOs.	১	২	৩	৪	৫	৬
3.	Anti Corruption Commission Act, 2004	১	২	৩	৪	৫	৬
4.	Public Procurement Act-2006	১	২	৩	৪	৫	৬
5.		১	২	৩	৪	৫	৬
6.		১	২	৩	৪	৫	৬

২৬। উপজেলা নির্বাহী অফিসারদের প্রস্তাবিত প্রশিক্ষণে Field Visit, Group Exercise & Individual Action Plan মডিউল এ নিম্নোক্ত বিষয়গুলো অন্তর্ভুক্ত রয়েছে। উক্ত বিষয়গুলো কতটুকু গুরুত্বপূর্ণ বলে আপনি মনে করেন তা স্কেলে প্রকাশ করুন।
(১ = সর্বনিম্ন, ৬ = সর্বোচ্চ)

ক্রমিক নং	বিষয়সমূহ	গুরুত্বের মাত্রা					
1	Field Visit on an Upazilla Administration.	১	২	৩	৪	৫	৬
2	Group Exercise and Presentation	১	২	৩	৪	৫	৬
3.	Developing Individual Action Plan for Improving Services of UNO Office	১	২	৩	৪	৫	৬
4.	Extension Lectures	১	২	৩	৪	৫	৬
5.		১	২	৩	৪	৫	৬
6.		১	২	৩	৪	৫	৬
7.		১	২	৩	৪	৫	৬

২৭। উপজেলা নির্বাহী কর্মকর্তাদের প্রস্তাবিত প্রশিক্ষণে উল্লেখিত সকল মডিউলে বিষয়সমূহ প্রশিক্ষণ শেষে আপনার কার্যসম্পাদনের ক্ষেত্রে জ্ঞান ও দক্ষতা বৃদ্ধি এবং আচরণগত পরিবর্তনে কতটুকু কার্যকর হবে বলে আপনি মনে করেন (প্রযোজ্য ক্ষেত্রে √ চিহ্ন দিন) ?
(১ = সর্বনিম্ন, ৬ = সর্বোচ্চ) ।

পরিবর্তনের ক্ষেত্রসমূহ	কার্যকারিতার মাত্রা					
Enhancing Knowledge	১	২	৩	৪	৫	৬
Developing Managerial Skills	১	২	৩	৪	৫	৬
Changing Attitude and Mind-set	১	২	৩	৪	৫	৬

২৮। প্রস্তাবিত প্রশিক্ষণ সম্পর্কে আপনার অন্য কোন মতামত বা সুপারিশ থাকলে নিম্নে উল্লেখ করুন।

তারিখ :

স্বাক্ষর (ঐচ্ছিক) :

প্রশ্নপত্র জরিপে অংশগ্রহণ এবং আপনার সার্বিক সহযোগিতা ও মূল্যবান সময় প্রদানের জন্য আপনাকে আন্তরিক ধন্যবাদ।