

Rethinking the Senior Staff Course:
A Study on Participants' Needs and Course Curricula

Md. Shafiqul Haque
Dr. Md. Zohurul Islam
Md. Abdul Mannan



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA. MAY 2012



ACKNOWLEDGEMENTS

We are grateful to the Research Committee of BPATC for the approval of the research project, and thankful to the BPATC authority for providing financial support to undertake the research. We respectfully acknowledge the valuable guidance we received from Mr. A.Z.M. Shafuqul Alam, Rector and Mr. Delwar Hossain, Former Rector of BPATC to carry out the study.

We extend our thanks and gratitude to Mr. Christopher Roger Fernando international consultant and Mr Md. Mosharraf Hossain national consultant of MATT-2 Development workshop for their priceless advice in every stages of the study.

We owe our respect to the Honourable Ministers, the Deputy Minister, and the Advisor to the Honourable Prime Minister, Secretaries and Additional Secretaries of different ministries/divisions, participant Additional Secretaries of 5th PPM Course, participant Joint Secretaries of 54th, 55th, 56th and 58th SSC for providing us with valuable opinion in order to make the SSC up-to-date. We are also thankful to the representatives of ADB, UNAIDS, UNDP, UNIC and WFP and CSOs and business organisations for their priceless inputs for our study.

Respected Private Secretaries to the Honourable Ministers and ~~Advisors~~ to the Honourable Prime Minister also deserve special thanks for their support.

We further express indebtedness to Mr. Md. Mafidul Islam, former MDS, Syed Mizanur Rahman, Director and Mr. AKM Mahiul Islam, Director, BPATC, Dr. Rizwan Khair, Director, IGS, Brac University, Mr. A.K.M. Moniruzzaman, former Deputy Director, Mr. Md. Morshed Alam, Research Officer, Ms Afia Rahman Mukta, Research Officer, Mr. Mohammad Mamun, Research Officer of BPATC, Ms Jakia Sultana, Assistant Secretary of MoPA, and other colleagues of the Centre for their valuable support in different stages of the study. Thanks also extended to the faculty members of the Centre attended the faculty seminar for their valuable comments

We do extend our thanks and appreciation to our families for their continuous support and encouragement in the way of completing the study.

Md. Shafiqul Haque
Dr. Md. Zohurul Islam
Md. Abdul Mannan

18 August, 2012

- ① 'Abbreviations' — not to be added.
- ② Executive Summary may not be so long,

The issue of 'questionnaire' should have been mentioned earlier.

←

EXECUTIVE SUMMARY

Introduction

The main focus of the study is to identify the development needs of the Joint Secretaries of Bangladesh Civil Service in order to facilitate them with some knowledge and skills through the Senior Staff Course so that they can ensure the provision of effective and efficient governance for the citizens of the country, while providing policy support for their seniors.

Objectives of the Study

The main objectives of the study is to identify the learning and development needs of newly appointed Joint Secretaries in order to enable them to fulfil their new roles effectively. The specific objects include (i) preparing a range of optional content inputs, each one of which is designed to meet a range of specific learning needs. Each future course will have a different mixture of some of the total range of these optional contents; (ii) designing a SSC course process which will only be modified a little from time to time; and (iii) developing a ToR for how the SSC process and contents should be reviewed from time to time to ensure that it remains relevantly up-to-date.

Methods of the Study

In order to achieve these objectives the study (a) conducted a pilot survey with 18 participant Joint Secretaries who attended the 54th SSC. (b) Based on the findings of the pilot survey, the study collected opinions from selected number of Ministers, Advisor to the Honourable Prime Minister, officials with the rank and status of Secretary and Additional Secretary to the Government, participant Joint Secretaries of 55th SSC, representatives of international organisations operating in Bangladesh and representatives of CSOs and business organisations through a full scale survey. Three Ministers, one Advisor to the Honourable PM, 14 Secretaries, 19 Additional Secretaries, 20 Joint Secretaries (participants of 55th SSC), representatives of five different international organisations and 12 representatives of CSOs and business organisations responded to the survey questionnaires. Finally, the study partially validated the findings through conducting two half-day workshops with the participants of 56th and 58th SSCs. Each workshop was attended by 24 Joint Secretaries. Data of the study were analysed by simple statistical techniques and presented through tables and graphs.

Findings of the Study

Opinions of the said stakeholders revealed some common tasks usually undertaken by the Joint Secretaries, key current and future priorities of the government, and required knowledge and skills for the Joint Secretaries of BCS in order to materialise those priorities.

Analysis of the data, as it was gathered, suggested five, and then seven clusters of issues which effectively covered almost all the data collected. The seven thematic clusters are namely 'human resources (HR)', 'international linkage and relationships (ILR)', 'organisations/institutions (ORG)', 'policy', 'service delivery (SD)', 'project management (PM)' and 'financial management (FM)'. Corollary findings of the study are presented below:

Pilot Survey (Table P1-P10)

- Pilot survey conducted with 18 senior official of 54th SSC who represented 18 different organisations.
- The respondent Joint Secretaries have experience in diversified fields which include filed administration, personnel management, regulatory functions, financial management and policy formulation.
- The most important common tasks of respondent Joint Secretaries at their offices are linked to human resource. Other tasks connected to policy, international linkage and institution, organisation/institution, financial management and project management themes.
- Current priorities and future priorities of their ministry/organisations are inclined to policy, service delivery and human resource themes. In order to address the said priorities of the government, the respondent Joint Secretaries wanted to obtain some knowledge and skills from the SSC which are mainly related to policy, service delivery, international linkage and relationship, and human resource themes.

If numbers are expressed in digits,
Pl. do that although.

Spelling check

- Respondent Joint Secretaries maintained some organisational needs which would help them to pursue government present and future priorities. These needs are mainly attached to service delivery. They further emphasised participatory process/methods of conducting the Senior Staff Course to make it an effective one.

Responses from Secretaries, Addl. Secretaries and Joint Secretaries (Table A1-A14, Table B1-B12 and Table 1-8)

- Full scale survey was participated by 20 Joint Secretaries (participants of 56th SSC). 19 Additional Secretaries and 13 Secretaries.
- Of twenty nine participants represented seven different ministries/organisations and 11 were OSD of MoPA. Secretaries and Additional Secretaries represented 23 ministries/divisions of the government.
- Respondents Joint Secretaries have five important areas of experience that include field administration, personnel management, project management, financial management and policy formulation/drafting.
- Respondents Secretaries/Additional Secretaries are experienced with project management, personnel management, financial management, land management, policy formulation/ drafting, regulatory issues, bi-/multilateral negotiation and e-governance.
- Important routine tasks connected to human resource, organisation/institution, policy and international linkage and relationships are usually undertaken by the respondent Joint Secretaries.
- Service delivery, policy, human resource, international linkage and relationships, and organisation/institution are five key thematic areas identified as current and future priorities of the ministries/organisations. Priorities related to project management and financial management has got less importance.
- In order to materialise the current and future priorities of the government, Joint Secretaries of BCS have to be equipped with thorough knowledge and skills relating to policy, service delivery, international linkage and relationships, human resource and organisation. They also need knowledge and skills of project and financial management to some extent.

Responses from Honourable Ministers/Advisors

- Two Ministers, one Deputy Minister and one Advisor to the honourable PM gave their opinions on SSC.
- Some key current and future priority concerns of the ministries/organisations as identified by the Ministers/Advisors include early implementation of Nuclear Power Project, timely implementation of development programmes, substantial increase in the flow of FDI and domestic investment, maintaining fiscal discipline and stability, resource mobilization through tax reform, automation of all service delivery, accountability and fiscal transparency, and capacity building of capital market institutions. These priorities are connected to policy, human resource, financial management, project management, service delivery, international linkage and relationship, and organisation/institution theme.
- In order to address those priorities, Joint Secretaries of BCS require to perform some essential tasks which include international negotiation, facilitation of foreign as well as domestic investment, analysis of the fiscal policy, preparation of budget, preparation of financial rules and regulations, implementation of development projects, strengthening external economic relations etc. The important tasks to address the government priorities are again related to financial management theme, international linkage and relationship theme, policy theme, organisational development theme, service delivery theme, and project management theme.
- The skills and knowledge required by the Joint Secretaries to deal with the current as well as future priorities can be broadly grouped under thematic areas like financial management, policy, international linkage and relationship, human resource, service delivery, project management, and organisation/institutions.

Response from International Development Partners, CSOs and Business Organisations

- Six representatives of five international development partners working in Bangladesh namely UNDP, ADB, UNAIDS, WFP and UNIC gave some feedback on SSC, who usually interact with the Joint Secretaries of different ministries and divisions.

'Some observations are about 'process', some
are the opinions of the respondents', why this mix?

- They interact regarding development policy, governance issues, project management, disbursement, pipeline of loans and technical assistance and thematic priorities, macroeconomic and sector policy issues and reform priorities, HIV and AIDS, UNDAF Action Plan, food security and nutrition issues, Human Rights, poverty eradication women's empowerment, peace keeping, environment, education, WATSAN, Reviewing UN events and library matters.
- According to their view, most of the Joint Secretaries are mostly positive, reasonably well and very supportive, but some of them are less proactive.
- Out of six respondents, two viewed that the Joint Secretaries are fully equipped with required skills in delivering service while two thought about negatively. Two respondents were found uncertain about the level of skills of the Joint Secretaries.
- In order to make the service delivery by the senior civil servants (here Joint Secretaries) more effective and efficient they should have specific knowledge, training and experience in the ministry's specific functional areas.
- They should have greater exposure to training and development priorities, clarity on technical issues and international best practices, a clearer understanding of the joint loan and TA agreements, procurement guidelines and policies on gender safeguard and governance.
- Language is one big barrier that many civil servants have particularly when they speak foreign languages. They are not properly empowered and in most cases they heavily rely on the secretaries in decision making.
- Twelve representatives of CSOs (AAB, ASK, BCAS and Odhikar) and business organisations expressed some concern about SSC.
- Their interaction with Joint Secretaries are concerned with textile policy, export policy, import policy, trade policy, relevant rules, bylaws, WTO issues, regional and bi-lateral issues, price monitoring, human rights violation, especially by Law enforcing agencies, labor rights and problems, migrant workers issues/ problems, rights of women, Rio+20, environment and natural resource management, land management, digital Bangladesh, budgetary allocation, climate change, development issues of the university etc.
- Of 12, 10 viewed that their interaction with the Joint Secretaries to some extent brings desired output for their organisations while the rest did not respond to the question.
- Almost none of the respondents (11 out of 12) were satisfied with the service delivery of the Joint Secretaries. The level of their service delivery is fairly poor, ordinary and is not prompt. They are not always proactive and do not show pro-people attitude in discharging their service to their organisations.
- Most of the respondents thought that the Joint Secretaries were not fully equipped with required information and skills in delivering the required service to their organisations. Joint Secretaries need to be equipped with knowledge on overall economy of Bangladesh, global perspective, fiscal and monitoring policy, functions of trade bodies etc.
- They should have sound knowledge on burning issues and must be equipped with current statistics and information along with fluency in English.
- They also maintained that Joint Secretaries should maintain harmonious relationship with private sector and maintain the given schedule of meetings. Frequent transfer should be stopped.

Validation Workshop

- The study conducted two half-day validation workshops with the participants of 56th and 58th Senior Staff Course, attended by 24 Joint Secretaries in each course.
- The first workshop validated the five themes (HR, ILR, Organisation/Institution, Policy and Service Delivery) identified by previous work, carried out in cooperation with participants of earlier 54th and 55th SSCs. This workshop also identified 'financial management' and 'best practice' theme for SSC.
- A block of 3-4 weeks covering all core areas PLUS specified short programs of 1-2 weeks was considered by the participants of first validation workshop.
- The participants of the second workshop validated all the seven themes (HR, ILR, Organisation/Institution, Policy, Service Delivery, PM and FM).

iv
What is special in the sentence?
Why state?

- Commencement of the course?*
- The second workshop also validated that the SSC could be divided into two different blocks: a block of 3-4 weeks to cover all core theoretical areas, and a block of 1-2 weeks to include short programme addressing the practical needs of the participants.
 - At least one week should be reserved for negotiation and PPR as viewed by second workshop participants.
 - SSC could introduce 'participatory methods like MATT-2', delivery of course contents to the participants at least 2 weeks before commencing the course, and introduction of 2-3 days attachment to Foreign Service Academy.
 - Foreign study tour could be organised within the course duration. As such, course duration required to be increased up to 60 days.
- spell check.*

Conclusions

The Senior Staff Course is undergoing a process of change to enable the course to take account of a rapidly changing world which, in turn, influences the pace of change for Bangladesh. These changes, plus many internal threats to the livelihoods and wellbeing of our citizens, need to be addressed more effectively. Otherwise Bangladesh's ability to provide for the safety, health and adequate quality of life of all its citizens will continue to be severely impaired. It is the Senior Civil Servants, especially the Joint Secretaries of BCS who can play the vital role in furthering development goals and ensuring services to meet citizen needs.

how?

The findings of the study shows that respondents Joint Secretaries are involved in diversified kinds of functions as they represented different ministries/organisations with diversified priorities. As such it could be realistic to address their generic needs instead of taking attempts to address their diversified needs, which is not feasible through a formal course with 45-60 days of duration. It is also important to mention that the SSC is, perhaps the last career development course for a Joint Secretary before promoted to the position of an Additional Secretary and a Secretary. Therefore, the Senior Staff Course would facilitate the Joint Secretaries to prepare themselves for the highest position in the BCS. They have to develop holistic view about development perspectives of the country with critical understanding of public policies, organisation development and human resource management, bi-/multilateral negotiation, citizen centric service delivery and development programme management and optimal use of public spending. SSC would facilitate the participants with theoretical issues BUT thrust could be given on the delivery of contents through participatory methods instead of traditional lecture methods. Each participant should also be given at least three individual assignments connected to his/her own organisational policy, service delivery and bi-/multilateral issues.

being

why capital letters?

The study findings further indicates that in order to prepare themselves for the highest position in the BCS the Joint Secretaries should have command on analysis and presentation. Therefore, Joint Secretaries of BCS have to explore, exploit, experiment and explain the information required for the ministries/organisations.

Recommendations

In order to better assess the current and future development needs of participants of SSCs related to these issues of change the findings of the study indicates some essential knowledge and skills relating to seven basic themes which appear to be important as key focus areas of future SSC programmes. The contents/inputs and methods of delivery suggested here is important BUT not mandatory for each and every participants of SSC. In order to make the content relevant to the participants require quick survey of on their needs and adjust it accordingly.

sentence, not correct?

Contents/inputs for Proposed Pilot Senior Staff Course

The findings of the research have maintains that learning and development needs of the study could be covered under seven thematic clusters which could be addressed through a far more practical and results based methods instead of current methods used in conducting the SSC at BPATC. It is also important to mention that the findings of the study did not provide sufficient detail to prepare a complete course curriculum of SSC. Therefore, it will be misleading if a complete course curricula with detail process is suggested for SSC. The proposed contents/inputs are as follows:

??

gero singular & goro plural correct?

Although most of the initiatives are taken at the political level, details arrangement ~~are~~ — negotiation of 'small texts', maintenance of them — are made at the operative level.

??

POLICY THEME

Ensuring appropriate policy formulation and implementation thereof is a critical indicator of effective governance. Achievement of policy depends on effective management and delivery of the strategies and activities that relate to each current policy. Development of a policy is essential to effectively meet the challenges in the foreseeable future. Although politics is the primary factor in shaping both policy goals and the institutional means for gaining them, it is the Joint Secretaries who play the key role in managing effective implementation of current policies and ensuring and supporting future policy development. In this purview, following issues could be delivered to the SSC participants:

1. Understanding the process of policy formulation (Tools of Policy Analysis, Context Analysis for Policies, Policy Instruments)
2. Scenario Planning
3. Effective monitoring and evaluation of policy implementation
4. Challenges of policy implementation
5. Critical analysis of selected policies of Bangladesh

In the end each participant should write a policy brief on a certain policy issue connected his own organisations.

INTERNATIONAL LINKAGES AND RELATIONSHIPS THEME

In an increasingly "globalised" economy, Bangladesh is heavily reliant on developing effective and productive strategic partnerships, plus technological, trading, social and political working arrangements with its regional neighbours, and with many other agencies and countries. Although the political levels of Government take most of the initiatives in these areas, it is the executive levels who must work out the detailed arrangements, negotiate the "small text" of such relationships and then work to develop and maintain these relationships. Therefore the Joint Secretaries of BCS must be able to demonstrate their knowledge and skills of negotiation, effective communication, identifying and applying relevant data in negotiation situation, and preparing documents for bi-lateral/multi-lateral deals. In this respect following issues could be addressed in the SSC:

1. Globalisation, Global policy regimes and its impact on Bangladesh
2. Essentials of Negotiation Techniques and Conflict resolution
3. Identifying and utilising appropriate information for effective negotiation
4. Negotiation and cross-cultural communication skills
5. Dealing with MOU and treaties
6. Role of senior civil servants in economic diplomacy
7. Success and failure in negotiations: Cases
8. World trade and the state of the global economy
9. Cross-border business relations and views of the energy and climate debates in Bangladesh
10. Attachment to International agencies (1day) and BSC (Foreign Service) Academy (2days)
11. Contract monitoring and Enforcement in PPPs
12. Comparative analysis of a public policy and a policy of international development organisation
13. Full day/ Two Days Simulation on Negotiation (Using cases)

HUMAN RESOURCES THEME

Effective human resources (HR) in government organisations and agencies are one of the key requirements for effective governance. For HR to be effective, the Joint Secretaries of BCS must be able to demonstrate their knowledge and skills of human resource planning and development, human resource strategy and human resource functions. Following items could be considered for the SSC:

1. Human resource functions and strategy: Bangladesh Civil Service Perspectives
2. Understanding People and Managing them
3. Problems of HRM in public sector
4. Performance management for achieving results
5. Effective Public Sector Leadership: Concept and processes

Is it Organisation Development? (OD), Pl. check.

ORGANISATIONAL DEVELOPMENT THEME

For government organisations and agencies to function effectively the senior managers must be able to manage their organisations with the latest techniques in public sector management and the development of leadership expertise through practical exercises. Managing an organisation refers to identifying the core values and principles of the organisation, people relations, systems and resources, meeting the needs of both internal and external clients, and developing and maintaining the organisation. In this purview following issues could be addressed through the SSC:

1. Understanding Organisations, Leadership and Management
2. Managing Change: Concept and process
3. Identifying and addressing development priorities of an organisation
4. Managing organisation development/ Developing OD Skills
5. Gender and organisational development
6. Effective teamwork management
7. Organisational performance management
8. Intra and inter ministerial coordination
9. Review of Rules of Business and Allocation of Business
10. Managing Organisational change and reforms

SERVICE DELIVERY THEME

Effective and efficient delivery of relevant services is another major requirement of effective governance. For delivery of services to be relevant, effective and efficient the Joint Secretaries must be able to demonstrate their knowledge and skills in assessing clients' needs and delivering services, maintaining standard and quality of services to ensure customer satisfaction. They will also be able to utilise ICT skills to maintain transparency and accountability in service delivery. Following issues could be considered for SSC:

1. Topics/Issues
2. Understanding clients' needs
3. ICT and e-Governance
4. RTI: Proactive disclosure of information
5. One-day Citizen Visit
6. Transparency and accountability in service delivery
7. Provision of one stop service delivery
8. Process Re-engineering for better service delivery
9. Identifying problems of service delivery in your organisation and way out

PROJECT MANAGEMENT THEME

Without effective Programme and Project Management, achieving acceptable and effective service delivery is unlikely, and achieving targets set by donor agreements becomes almost impossible. Senior civil servants must be able to demonstrate their knowledge and skills in optimising their portfolio of projects, reduce the common failures in project performance, maximise the benefits realised from projects, and ensure the continued development of the organisation by minimising the risks apprehended from projects. In this backdrop following issues could be considered in the SSC curricula:

1. Basics of project/programme management
2. Common failures in project performance
3. Techniques of critical appreciation of project papers: dealing with consultants
4. Project risks assessment
5. Monitoring and evaluation of project implementation
6. Individual Mini Project

I don't understand why couldn't you
use the 'spell-check' option of the
computer program?



FINANCIAL MANAGEMENT THEME

A well-functioning public financial-management system is critical to efficient and effective service delivery. It provides relevant and reliable financial information in a timely and consistent manner for control and accountability at all levels. It supports and reinforces other accountability systems regarding budget execution, and thus has a central place in the fight against corruption.

It is also important to a country's development because it gives assurance to citizens that their taxes are being used appropriately, to donors and lenders that the funds they provide are being spent properly, and to the private sector that there is an appropriate environment for investment and growth. Therefore, Joint Secretaries of BCS must be able to facilitate the planning and budgeting process of the public sector, assuring that public funds are being used for the intended purposes, supporting achievement of overall financial discipline and facilitating ongoing financial reforms of the country. In this respect, following issues could be delivered to the participants of SSC:

1. Public Procurement: PPA 2006 and PPR 2008
2. Basics of analysing balance of trade and balance of payment
3. Accountability and transparency in public spending
4. Introducing Value for Money in public sector
5. Preparation and Supervision of budget and expenditure
6. Public debt management along with loans and grants
7. Finance and banking sector reforms
8. Domestic resource mobilisation to manage fiscal deficit

Introduction of 'Value for Money' in

APPROACH TO CONDUCT THE PILOT SSC

- Step One: Immediate after obtaining the nomination of the participants for SSC, a quick needs-assessment of the nominated should be conducted. This tasks will be performed collective by the Course Mangement and the Research Section of the Centre.
- Step Two: On the basis of the needs-assessment findings, Curriculum Developemt Committe will prepare the curricula at least one month before the date of commencement of the course.
- Step Three: The curricula again will send to the nominated participants for validation. Reserch Section of the Centre will within one week.
- Step Four: At this Course Mangement will ask each and every participant to identify at least three practical and specific problems attached to their own ministry/organisation. These could be connected to thematic clusters identified from the findings of this study.
- Step Five: The first 2 weeks of the course could be dedicated to relivent/theoretical inputs with exercise and presentation.
- Step Six: In the 3rd week of the course participants could be attached to the BCS (Foriegn) Academy for 3 days and to different internatinal organisations (for example, UNDP, WFP, ILO etc.) for 2 days dedicated to relivent/theoretical inputs with exercise and presentation.
- Step Seven: Week 4-6 could be dedicated to address the percipants practical needs connected to their own ministries/organisations. This could be connected to prepare individual project work according to the choice of the participants connected to any of seven identified thematic area. Emphasis could be given on fact findings, data analysis, report writing and presentation.

Foreign visit could be conducted within the course duration. In this regard, a Government Order (GO) could be issued by the Ministry of Public Administration one month before the commencement of the Course. Bi-lateral issues could addressed in the foreign visit in order to make it effective. In this respect, BPATC could develop and maintain linkage with Bangladesh Mission/Embassy of the country concerned.

These are recommendations & future actions, so the activities/actions can be narrated in present or future tense.

At least two SSCs could follow the proposed contents. Contents and process of each course should follow thorough and extensive review. On the basis of results of the process, a formal course curriculum of SSC along with methods could be developed.

PROPOSED TOR TO REVIEW FUTURE SENIOR STAFF COURSE

1. After every three SSC a TNA/DNA could be conducted in order to make the Course up-to-date. A check list/survey instrument will be developed by the Research Section of the Centre in consultation with Curriculum Development Committee.
2. A need assessment report will be prepared by the Research Section of The Centre
3. Curriculum Development Committee will modify the course curricula according to the findings of need assessment report.
4. Experiential learning methods that followed in the MATT2 workshop could be reflected in the SSC.

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CHAPTER ONE

INTRODUCTION

1.1 Background

Effective and efficient service delivery to the people is a constitutional obligation of every public servant of Bangladesh (GOB, 2003). Level of satisfaction of service recipients — the citizens — is one of the key indicators of the effectiveness of service delivered by the public servants. Unfortunately, citizens' perception about public service of Bangladesh is quite unfavourable (Haque, 2001). Various surveys, conducted before a decade, indicate that the majority of the citizen stereotypically viewed that public service of the country is relatively overcentralised, unaccountable, unresponsive, inefficient, overpaid, coercive, unethical, and rent-seeking (World Bank, 1996; Zafarullah et al., 1997 cited in Haque, 2001:103). In Bangladesh, public satisfaction with essential public sector services is quite low, and the common citizens are quite unhappy with the indifferent, discourteous, arrogant, and corrupt behavior of public servants' (Zafarullah et al., 1997 cited in Haque, 2001:104). The quality of major public sector services, for example, state-run primary education, healthcare and general infrastructure, is not up to the mark for 63-73 per cent of citizens (Haque, 2001:105). Over the decade, citizens' perception, however, about public service has not been improved rather remains significantly negative (Jahan, 2006). One of the main reasons for this impression, maybe, the ineffectiveness of training imparted to them by different public sector training institutes. Other reason, perhaps, is the lack of a specific strategic approach of government which, in turn, has been caused by lack of proper initiative at national consensus building on core governance issues. This is exemplified from worst infrastructure ranks (Bangladesh ranks 126th position in 133 nations as mentioned in the Global Competitiveness Report 2010), and lack of improvements in education, human capital and corruption indicators;¹ low labour productivity outside agriculture, fragile energy and water security, climate change, and weak trade logistic index (LPI). According to World Bank, Bangladesh holds 79th position among 155 countries in terms of the 2010 LPI (Ahmed, 2010). Hence, the senior civil servants, as a part of the policy planners of the country, can play a vital role to address the said core governance issues in order to ensure effective and efficient service delivery to the citizen.

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report to
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SW.
paraphrase!

Not a
logical
conclusion.

1 in the report

clarify

¹ The Daily Star, 09 September 2009.

² The LPI is the weighted average of the country scores on the six key dimensions: (a) efficiency of the clearance process by border control agencies, including customs, (b) quality of trade and transport related infrastructure, (c) ease of arranging competitively priced shipments, (d) competence and quality of logistics services, (e) ability to track and trace consignments, and (f) timeliness of shipments in reaching destinations within the scheduled or expected delivery time.

what is LPI in details?

1.2 Literature

Bangladesh Public Administration Training Centre (BPATC) is responsible for imparting the three core courses to the officials of Bangladesh Civil Service (BCS). The courses are Foundation Training Course (FTC) for probationers of BCS, Advanced Course on Administration and Development (ACAD) for officers of the rank of Deputy Secretary and Senior Staff Course (SSC) for the officers of the rank of Joint Secretary to the government. According to the Public Administration Training Policy 2003, 'Officers of secretariat, departments and autonomous bodies who move to senior executive positions equivalent to the level of Joint Secretary to the government will compulsorily attend and complete the Senior Staff Course (SSC) to be conducted by BPATC. Performance in this course will be given due weightage for future placement and promotion. This training should be given to the relevant officials immediately following their promotion to the rank of Joint Secretary' (GOB, 2003:7375). In most cases, nevertheless, only the Joint Secretaries to the government are attending the SSC whereas officers equivalent to the level of Joint Secretary are not attending the SSC.

The main objectives of SSC, as mentioned in course brochure of 51st SSC, 'are to endow the senior government officials with an opportunity to appreciate the complex and dynamic socio-cultural, politico-economic and natural environment of Bangladesh, so that they can contribute more effectively in formulating pragmatic policies and implementing different development programmes of the government' (BPATC, 2009:4). Also five broad objectives and four expected results were mentioned in the said brochure. It is, however, very difficult to establish a linkage between objectives and expected results of the SSC. Moreover, objectives and expected results are not clear as these are not specified in measurable terms. Duration of 53rd SSC has been reduced from 75 to 45 days excluding 15 days overseas study visit. Interestingly, there is no noteworthy distinction between the objectives and expected results of 53rd SSC and 75 day-long SSC. In respect to curriculum, only the 'seminar paper' module has been deleted from the 45-day long SSC.

Since its inception (1984), BPATC has conducted a good number of studies on training needs assessment of public servants ranging from the employees of Class-III status to the officials of rank and status of Joint Secretary to the government. Only four studies, however, addressed the Senior Staff Course. Wahiduzzaman (1989) conducted a study on training needs assessment of senior civil servants. The methodology of this study had some limitations. Firstly, besides some theoretical discussion about training needs assessment, Wahiduzzaman carried out only an opinion survey among 120 respondents through a questionnaire in which all 22 questions were in closed-form. The list of respondents included 50 officials to the rank of Joint Secretary and equivalent who attended two different SSC at BPATC. Secondly, the questions in the said questionnaire mirrored that this study got feedback about ongoing SSC rather than identifying actual needs of the trainees. Among the 50 officers attended the SSC, 48 per cent viewed that their needs were assessed beforehand and it was done by the government's own perception. Only one participant was consulted about identifying the training needs (Table10, p.77). Moreover, 66 per cent of them viewed that selection procedure of participants of SSC should be through assessing participants' needs by their organisations (Table11, p.79). Further, 62 per cent participants viewed that training needs should not be determined after selection of the officers for attending SSC (Table12, p.81) although 34 per cent participants were in favour of redesigning the course to meet their needs (Table13, p.82). On the other, 50 per cent of all respondents had the view

that needs of the officials should be assessed after nomination of particular course and redesign the curriculum accordingly. Surprisingly, the study mistakenly concluded that '...the present system of training the senior civil servants largely meets their training needs, even though there may be a necessity for marginal adjustments here and there' (p.103).

Bhuiyan and Jamil (1996) conducted a study on effectiveness of SSC with special reference to curriculum and methodology. In their study, the researchers conducted three syndicate discussions on effectiveness of SSC attended by the trainees of 23rd SSC which was the strength of the methodology of the study. The main shortcoming of the study was questionnaire survey in which out of 60 respondents only 20 gave their response and they were predominantly former participants of SSC. The study, however, rightly pointed out that the existing course objectives are too many in number, ambitious, and difficult to achieve. Considering this finding one can view that objectives of SSC are imprecise, lacking verifiable indicators and are not articulated in measurable terms. The study, therefore, recommended that the SSC should have precise and focused on set objectives which are achievable and course contents should be revised on a regular basis. It implies, further, that curriculum of SSC needs to be revisited in order to make it focused on three basic things- 1) prioritizing current areas of ineffectiveness of governance, and developing improvements in these areas, 2) intelligent anticipation of challenges in the foreseeable future by designing and taking appropriate early countermeasures, and 3) developing and utilizing skills in change management. *how?*

Hossain and Imam (2002) carried out another study on curriculum development and evaluation of SSC. The researchers interviewed 97 respondents of which 32 per cent were potential participants of SSC. Respondents also included former participants of SSC, supervisors, trainers, cadre officials and army officials which would be considered as strength of the study. All the respondents of the study considered that SSC should be compulsory for all government officials at the Joint Secretary or equivalent level. The researchers recommended that existing course curricula of SSC could be enriched following minor addition without any changes in the objectives of the course. Now, one can argue that his recommendation is rather misleading as the objectives of SSC suffer from impreciseness and inappropriateness. Also collecting data through only questionnaire survey is not sufficient enough to justify this recommendation. *???* *was PI. check - should it be 'imprecision'?*

Rahman and Roy (2009) conducted a study on effectiveness of SSC. For their study, researchers collected data from 40 Joint Secretary, participants of 41st and 42nd SSC, through a questionnaire survey followed by two workshops. They suggested that course contents of the SSC should be developed based on the participants' present level of knowledge and needs of the workplace (p.78). Although this recommendation is quite important the study did not solicit the views of other stakeholders of SSC and thus suffers from methodological shortcomings. Besides, the study recommended that course duration should be extended up to 90 days (including foreign tour). The researchers, however, did not justify their recommendation about duration of the SSC. *was considered*

It is needless to say that the Bangladesh Civil Service (BCS), Senior Civil Servants have a pivotal role in providing the leadership, vision and drive, combined with core Civil Service values of integrity, impartiality and equity needed to achieve corporate and departmental as well as national objectives. The continued need to develop members of the Senior Civil Service, not only to ensure that its leaders *Two broad a role perhaps meaning making*

not ^{an} ~~any~~ appropriate
word.

have the skills and behaviours that will support them in driving reform, but also in demonstrating from the top the importance of continuous learning and development throughout a career, is paramount.

Therefore, Senior Civil Servants are basically the driving force of government upon whom total development of country is dependent. It is needless to say that they are the policy making as well as implementing body of the government. Thus, their specialisation of knowledge and skill or expertise is required for the development of the country. Moreover, their expertise could help to carryout political government's current and future priorities. The previous studies do not specify what actually should include in SSC curriculum to meet the government priorities. Therefore, this study has given a list of thematic areas and its content as a clear guideline for SSC curriculum development to make a talent pool (at the level of Joint Secretary) in order to enhance their knowledge, skills and aptitudes toward obtaining government's current and future goals.

1.3 Rationale of the Study

The training needs analysis is an integral part of any well-designed training programme. To ensure effective utilisation of money and resources on training, '...one must first determine exactly the location, scope, and magnitude of the training need. There is no justification for expenditures on training programmes that do not increase the efficiency and effectiveness of the workforce' (Moore and Dutton, 1978:532). Since its inception Bangladesh Public Administration Training Centre (BPATC) conducted 12 three-month long Senior Staff Courses (SSC) and 40 seventy-five-day long SSCs which accommodated 210 and 774 senior civil servants respectively³. In line with the decision taken in the 55th Meeting of the Board of Governors of BPATC (held on 09 February 2010), the duration of the Senior Staff Course has been reduced from 75 days to 45 days. However, decision on reduction of course duration was not supported by any specific study. The Board also approved the draft curriculum of the course proposed by the Curriculum Development Committee (CDC) of BPATC with a few modifications. Following the approved curriculum with the reduced duration six SSCs have already been conducted in which 146 joint secretaries and equivalent officers attended⁴. It is mentionable that the draft curriculum was designed on the basis of course-end evaluation reports of SSC rather than conducting any proper training needs assessment of the senior civil servants. Albeit four studies on SSC were conducted by BPATC (Wahiduzzaman, 1989; Bhuiyan and Jamil, 1996; Hossain and Imam, 2002 and Rahman and Roy 2009), they all focused only on the existing course contents of SSC instead of giving emphasis on actual development needs of the joint secretaries. Also, the recommendations of those studies were not properly reflected in the present SSC curriculum. Moreover, the studies referred to suffer from methodological shortcomings. The proposed study, therefore, will address the issue of training needs assessment of SSC in order to redesign its curriculum and fill the research gap in this important but an ignored area of training.

Training needs assessment (TNA) is a neglected area of training institutes both in public and private sectors probably because of its technicalities or lack of expertise of trainers of training institutes. Since BPATC is mandated for imparting SSC to joint secretaries of BCS to provide them with knowledge and

³ Information was collected from Evaluation Department of BPATC.

⁴ Information was collected from Evaluation Department of BPATC.

whether, they may be written like these:

Please check:

- 1) identify - - - .
- 2) appraise - - - .

skills of policy formulation and implementation of different development initiatives of the government, without conducting TNA, it is simply impossible to make the SSC upgraded and realistic. As such, this study will play a vital role in organising future SSCs and make the SSC capable of meeting identified priority needs of the organisations through learning development of the officers at this level who are responsible for fulfilling these needs.

1.4 Aim and Objectives of the Study

This study aims at identifying the both core and specialised roles of Joint Secretaries of Bangladesh Civil Service in order to update the existing curricula of Senior Staff Course. The specific objectives of the study are to -

- (i) prepare a range of optional content inputs, each one of which is designed to meet a range of specific learning needs. Each future course will have a different mixture of some of the total range of these optional contents; ??
- (ii) design a SSC course process which will only be modified a little from time to time; and
- (iii) develop ToR/ specifications for how the SSC process and contents should be reviewed from time to time (say, every two years) to ensure that it remains relevantly up-to-date. ??

1.5 Scope of the Study

The proposed study will delimit the following scope:

- i) identifying the present place of posting, length of service in the present position, area of expertise, and range of routine tasks being performed by the selected Joint Secretaries of BCS, perceived current and future priorities of the government and required knowledge and skills in order to materialised those; Is it an appropriate word? what priorities?
- ii) recognising the views of Secretaries and Additional Secretaries about current and future priorities of the government; relevant tasks and associated knowledge and skills required to be performed by the Joint Secretaries of BCS in order to address the identified present and future priorities;
- iii) appraising the views of the selected ministers of the Government, and the selected advisors to the honourable Prime Minister about current and foreseeable future priorities of the government in line with the election manifesto, required knowledge and skills for the Joint Secretaries in order to materialised those priorities;
- iv) appraising the views of the representatives of international development organisations working in Bangladesh, relevant members of the civil society, for example, members of FBCCI so as to

determine their performance expectations from the Joint Secretaries in each specific service area; and

- v) reviewing the contents and process of present SSC being conducted by BPATC in order to find out the appropriateness of the present inputs and to identify the core topics to be covered in the 45-day long SSC.

1.6 Limitations of the Study

Although Generic role of the joint secretaries across the ministries is quite similar, specific role of them vary as each ministry has special needs, for example, Commerce, Finance, Education, Planning etc. The challenge is how one correctly addresses the special needs? Identification of their specialised role, therefore, is quite difficult. Besides, technicalities of TNA may limit in exploring the real picture of actual needs of the joint secretaries. Moreover, opportunity is not always available to senior officials of all cadres to attend the SSC. Besides, we did not consider senior civil servants equivalent to Joint Secretaries.

1.7 Organisation of the Materials

The study report is divided into five different chapters. Introductory chapter (Chapter One) ^{describes the} starts with a brief about SSC including ^{research} problem of the study; research aim and objectives; rationale of the study; scope of the study; ^{and} limitations and organisation of the study. Chapter Two gives an overview of training of Senior Civil Servants at BPATC. Chapter Three describes methods and materials of the study. Chapter Four explains the data analysis and results discussion of the study. Finally, Chapter Five presents findings, conclusions, ^{and} recommendations of the study.

Not clear.

CHAPTER TWO

AN OVERVIEW OF TRAINING OF SENIOR CIVIL SERVANTS AT BPATC

2.1 INTRODUCTION

A bureaucracy runs the civil administration of the government of a country. Though there is also military bureaucracy that runs parallel to the civil bureaucracy, the popular notion about bureaucracy is that it is that machinery of the government that runs civil administration. The people who man the civil bureaucracy are traditionally known as civil servants. The people in all civil services work at different hierarchies for which they get different pay scales and privileges and this is equally true in the military bureaucracy also.

The history of the Bangladesh Civil Service can be traced back to the British rule in India and so is the history of training of civil servants. The British conquest of India was made by the East India Company who introduced the term 'civil service' to designate those servants of the Company who were engaged in mercantile work in order to distinguish them from those whose duties were of military nature. It means that they performed the work of civil administration. Later on when the company took over political power of India their trading activities were replaced by governmental functions. Thus, the people in the service of the company were changed from traders into administrators.

After the Sepoy Mutiny of 1857, through the enactment of the Government of India Act, 1858 the Government of India was transferred to the British Crown. The East India Company Civil Service was regulated by the Secretary of State in the name of Indian Civil Service (ICS). In course of time involvement of Her Majesty's Civil Service Commission and subsequent acts and regulations made the Indian Civil Service the most distinguished civil Service in the world. The civil bureaucrats of the ICS undoubtedly held the most dignified positions in the civil bureaucracy in British India.

With the partition of India in 1947, the members of the Civil Service of Pakistan (CSP), as successor to the ICS, inherited the same elitist power and status in Pakistan. Truly the CSP officers got better education and training than the members of any other cadres of the civil bureaucracy of Pakistan. Though the CSP members acquired high reputation for their quality, ultimately they faced challenges of maintaining their elitist and superior tradition. The main point here was that, in the then independent Pakistan, the members of the other services became jealous of the superiority of the CSP. After the independence of Bangladesh in 1971, the members of the CSP of erstwhile Pakistan encountered the opposition to their superiority more openly and the Government of Bangladesh was compelled to organise a unified civil service. Thus the elitist CSP of Pakistan was succeeded by a unified Bangladesh Civil Service (BCS) which is a classless civil service.

The Bangladesh Civil Service with its 28 cadre services is a unified and classless civil service. But there are some notional distinctions between carders, and between cadre and non-cadre civil servants and civil employees of other bodies of the government. Though it is difficult to determine how far those distinctions actually exist, the forces of economic rules and social conditions appear to be at work regarding such distinctions. In real sense there is no elite cadre in BCS and the only seniority is identifiable by means of their pay scale. *(this may be debatable)*

The senior civil servants of the CSP used to receive training in the Pakistan Administrative Staff College (PASC) at Lahore before Bangladesh emerged as an independent country. The general purpose of this training was to make the already experienced senior civil servant a different man with a broader vision and deeper understanding of his/her responsibilities in a complex administrative system of the society, so that he/she can discharge his/her responsibilities more competently. *were it they new appointee*

2.2 CIVIL SERVICE TRAINING IN BANGLADESH

After the independence of Bangladesh, the in-service training of the senior civil servants had been suspended for a long time because of there being no training institute for them, although the necessity of such training was being increasingly felt, and eventually Bangladesh Administrative Staff College (BASC) was established on June 3, 1977. But in the history of training institute of Bangladesh the BASC was the shortest lived training institute of the country. Only after seven years of functioning the BASC along with three other trainings institutes was merged into Bangladesh Public Administration Training Centre (BPATC) in 1984 vide a Presidential Ordinance.

The standard of training the senior civil servants set by the BASC in 1977 and also what inherited from erstwhile the PASC, Lahore did not get lost after its merger into BPATC in 1984. The BPATC continued with the training of the senior civil servants though there have been so many changes in course duration and other aspects of the training. *not clear*

According to Wahiduzzaman (1987) as well as Hossain and Imam (2002) it is evident that before the establishment of BPATC, the then Bangladesh Administrative Staff College (BASC) used to arrange training course for the senior civil servants under the title "Regular Training Course on Administration and Management". The course was of three months in duration. The training methodology followed by BASC for this training programme includes 1) Lecture and Discussions 2) Syndicate Studies 3) Seminar Studies 4) Field Research 5) Visit to a neighbouring foreign country and 6) Case studies including role play and sensitivity programmes. BASC started holding this course from 1977-78 sessions. Depending upon training needs and changes in the policy of the Government, the course contents at BASC varied from course to course. However, the areas the course covered include the following seven parts:

Part-I: Foundation Lectures that include the topics of a. Bangladesh Environment (Land, People, Language and Culture), b. Principles and Theories of Development Administration, c. Principles and Theories of Development Economics, d. Science and Administration, e. Sociology, Psychology and

Administration. Part-II: Administrative Structures and Processes used to be delivered through syndicate covering the areas of a. Organisation: Theory and Practice, b. Principles and Theories of Development Administration, c. Principles and Theories of Financial Administration and Management, d. Planning and Development. Part-III: Programme Administration was again an area of syndicate that used to expand over a. Agriculture, b. District Administration, c. Education, d. Health, e. Industry, f. Local Government, g. Management of Public Corporations, h. Population and Family Planning, i. Rural Development and Rural Institutions. Part-IV: Senior Administrator-His Roles and Responsibilities was another syndicate work while Part-V was a Field Study. Similarly, Part-VI was to write a seminar paper on topics relating to a. Development Administration and b. Development Economics. Finally, Part-VII was a Short Visit to Foreign Country for a comparative study of problems and processes in some specific fields of Administration and Development.

On the contrary, the course contents as of now (57th SSC) have been changed significantly compared with BASC course of this type. At present there are eleven modules- Module 1: Public Administration and Governance; Module 2: Review of Public Policies; Module 3 : Globalisation and International Negotiations; Module 4: Leading Issues in Economic Development; Module 5: Environment and Sustainable Development; Module 6: Financial Management; Module 7: English Language Skills; Module 8: ICT and e-Government Management; Module 9: Physical Conditioning and Games; Module 10: Syndicate Work on the Theme of the Course; Module 11: Extension Lectures. Foreign study tour is still a part of the SSC but usually such a tour is organised after a few months of the course completion and that is why the study tour does not have any direct bearing upon successful passing out of the course.

Hossain and Imam (2002) opined that the "Regular Training on Administration and Management" at BASC had three basic shortcomings: i. there was no focus (i.e. Central Theme) of the course; ii. Modular approach was not strictly followed; and iii. Foreign study tour was not regular.

The "Regular Training on Administration and Management" held at BASC used to have the a number major objectives including a) to help the participants achieve a higher level of competence enabling them to cope with the challenging demands of a changing society, to think and analyse critically and to decide promptly and unambiguously; b) to acquaint the participants with theoretical framework of development policies and their applicability in the context of Bangladesh; c) to relate that framework to an appreciation of the various aspects of socio-economic development of the country; and d) to enrich their overall analytical abilities.

With the merger of four erstwhile training institutes including BASC, BPATC inherited the senior civil service training programmes from the erstwhile BASC and changed the course title as Senior Staff Course (SSC), course objectives and contents in 1984. BPATC launched the SSC initially for 90 days which later on reduced to 75 days and continued until recently when its duration was further reduced to 45 days under recommendation of a PIP of MATT2 Project. Since the first SSC from 24/4/1985 to

06/06/1985 the course has been a residential one. In addition, modular approach is strictly followed and foreign study tour programme has become an integral part of the SSC though there has occurred several interventions in foreign study tour due to shortage of fund over the last three decades of BPATC. *remained* *where* *interrupting*

Like the changes in its duration, the SSC at BPATC has undergone several other changes in its modules, contents and training methodologies. The core objectives of the SSC, as of now (57th SSC), are: i) to provide with an opportunity for deeper understanding of the dynamics of socio-cultural, politico-economic and natural environment of the country; ii) to improve the problem solving, decision making and communicating skills; iii) to assist in better understanding the roles of policy makers and implementers of development programmes; and iv) to create a congenial atmosphere of intellectual pursuit.

On the other hand, as it was before, the major objectives of 37th SSC were: i) to create a forum of learning from each other's experience by bringing in participants with diverse background and service experience; ii) to give the participants opportunity in terms of time, literature and information and interaction with appropriate resource persons, to acquire the knowledge and skills needed to perform effectively at the policy level of Administration; iii) to arrange discussions on subjects and issues relating to current and future policy concerns with the help of appropriate resource persons; and iv) in the light of the theme of this course, provide through idea on administrative reforms and its applicability in Bangladesh Administration. *specialized*

2.3 TRAINING NEEDS FOR CIVIL SERVANTS *or termed as 'generalists'*

Bangladesh top civil servants are generally said to be "generalists", as opposed to "specialists", who are professionals recruited for their particular skills on a specific subject, such as economics, statistics, accounting, law, etc, and constitute distinct population within the civil service. Historically, higher civil servants are to be found in majority in the administration cadre. Having been compelled by forces from all around in the globalised world the main target of training the senior civil servants is to survive in the competitive market and therefore, increase the responsiveness of the civil service. DFID aided MATT2 development programmes is also contributing in developing a critical mass of senior managers and reforming human resource management systems in Bangladesh Civil Service (BCS) as an important building block of administrative reforms. The MATT2 approach has ultimately influenced the making of the SSC. At present the participants of SSC have to develop and individual performance improvement project in line with PIPs of MATT2 workshops. *not clear*

Though there have occurred lot many changes in priority areas of training, the senior civil servants BPATC is continuing with more or less the same methodology of training followed by the BASC. From the archives available with the Library Section and Programming Planning and Recording Department as well as Evaluation Department of BPATC, it appears that the curriculum undergoes incremental changes almost in each course as a result of suggestions from faculties and members of course. *Data + Information gathered from*

management but formal identification of training needs and working thereof are really missing in the activities of BPATC. Finally, it can be hoped that this study will be able to find out much awaited solution to the training needs assessment (TNA) and curriculum development for the SSC to be conducted by BPATC in the days to come. Thus, the development of professional excellence in public service will be achieved through imparting appropriate training inputs to the senior civil servants of Bangladesh.

CHAPTER THREE

METHODS AND MATERIALS

3.1 INTRODUCTION

This study is based on qualitative method. This study has been conducted through open ended questionnaire survey among Joint Secretaries, Additional Secretaries, Secretaries, Ministers/Deputy Ministers, Advisors to the Honourable Prime Minister, representatives of International Development Partners, Representatives of CSOs and business organisations. Individual survey, e-mail survey, workshops are arranged to get data from the respondents. Collected data are analysed with quantitative, qualitative and graphical terms to identify the development needs of the Joint Secretaries of BCS to carry out the government's current and future priorities.

3.2 TARGET POPULATION

For this study the targeted population was drawn from government officials, who are civil servants of Bangladesh Government holding positions as Joint Secretaries.

3.3 SAMPLING PROCEDURE

- Firstly, we have considered only officials having the rank and status of Joint Secretary belonging to Bangladesh Civil Service (BCS) for this study, who are eligible for SSC as well. For this study we have considered participants of 54th, 55th, 56th and 58th SSCs as respondents. Respondents are selected purposively.
- Supervisory officials of a Joint Secretary, for example, officials with the rank and status of Secretary and Additional Secretary of different ministries/divisions were considered as respondents. We have also considered participants (Additional Secretaries) of 5th Policy Planning and Management Course conducted by BPATC. Here the respondents were also selected purposively.
- Thirdly we sought opinions from selected ministers and advisors to the Honourable Prime Minister as respondents of the study to know the current and foreseeable priorities of the government for upcoming years along with required knowledge and skills for the Joint Secretaries of BCS in order to address those priorities.
- Heads of Mission/Country Directors/Deputy Country Directors/Senior representatives of international development organisations operating in Bangladesh were also considered as respondents of the study.
- Finally, we sought opinions from the representatives of CSOs and business organisations.

3.4. QUESTIONNAIRE DEVELOPMENT AND SURVEY

Before collecting primary data: (i) we developed four sets of checklists/questionnaires for collecting primary data from the respondents; (ii) questionnaire prepared for the joint secretaries was pretested under a pilot survey participated by 24 participants of 54th Senior Staff Course. The questionnaire was delivered to the participants of 54th Senior Staff Course. Out of 24 participants, 20 responded to the questionnaire and returned to the data collectors. *what?*

(iii) Opinions on Senior Staff Course (SSC) were also solicited from the Additional Secretaries (participants of 5th Policy Planning Course) who had undergone training at BPATC. Out of 18 participants, 11 responded to the questionnaire distributed to them. *✓*

(iv) To get opinions from the Secretaries and Additional Secretaries, another set of questionnaire was developed and sent to the secretaries of different ministries and divisions. Initially 4 Secretaries and 6 Additional Secretaries sent back the filled-in questionnaire. Getting poor return we again sent the questionnaire to them by post and electronically (e-mail) as well. As a result we have received 22 more filled-in questionnaires. *response?*

(v) We also sent a set of questionnaire to the private secretaries (PS) of 12 selected Ministers and all seven Advisors to the Honourable Prime Minister. We received 3 filled-in questionnaires from the Ministers. One Advisor to the Honourable Prime Minister gave his overall comments on required knowledge and skills of a Joint Secretary instead. *??*

(vi) A set of questionnaire was also emailed to the Head of Mission/Country Director/Deputy Country Director of different international development agencies working in Bangladesh. Among them five sent back their responses to the questionnaire. The same set of questionnaire was also sent to representatives of CSOs and business organisations and we received twelve filled-in questionnaires back. *responses*

(vii) At the end, we organised two half-day workshops with the 56th and 58th SSC to validate the draft findings of the study.

(viii) For secondary data, we consulted relevant research reports, books and documents. *(List in the Annex?)*

Table: Respondents of the Study

Respondents' Status	No of Respondents
1. Minister/Deputy Minister	3
2. Advisor	1
3. Secretary	14
4. Additional Secretary	19
5. Joint Secretary	(18+20+24+24)=86
6. Representatives of International Organisation	6
7. Representatives of CSOs and Business Organisation	12
Total	141

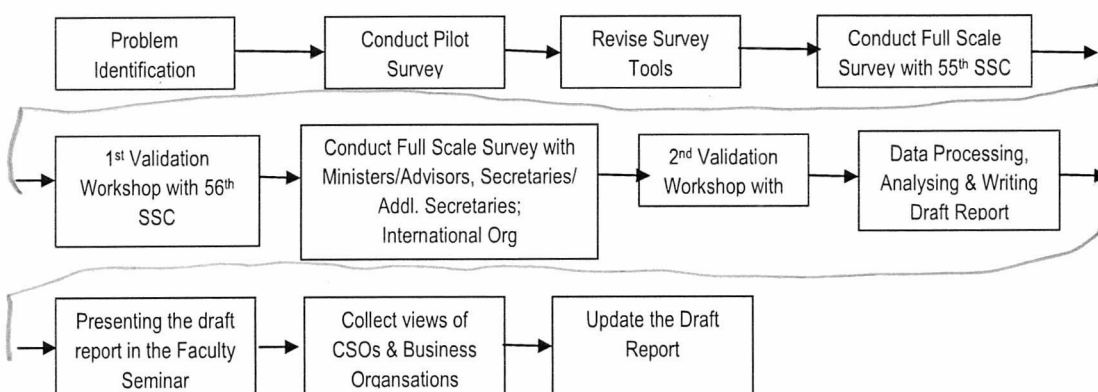
3.5 EXPERT OPINION

The study also solicited expert opinions starting from the proposal preparation phase up to report writing phase. Experts include one former Secretary and one current Secretary to the Government, one national expert on training and consultancy and one international consultant on training.

3.6 DATA ANALYSIS AND PRESENTATION

i) Firstly, we scrutinized all collected primary data which was indeed a difficult task as the data were mostly qualitative in nature. There are hundreds of entries against the questions related to common tasks of the Joint Secretaries, current and future priorities, and required knowledge and skills to address the set priorities. For better understanding and analysis we categorised all inputs according to five thematic areas such as 'human resource', 'international linkage and relationship', 'organisation/institution', 'policy' and 'service delivery'. After the first validation workshop with 56th SSC, we identified two new themes such as 'project management' and 'financial management'. Accordingly, we clustered the responses into seven thematic areas. At the end we presented the data in tables and graphs and analysed by using simple statistical techniques.

Flow Chart of the methods followed in the study



CHAPTER FOUR DATA ANALYSIS

A. PILOT SURVEY

4.1 Respondents' Place of Posting

A questionnaire was distributed among the participants of 54th Senior Staff Course organised by BPATC. There were 19 Joint Secretaries and equivalent officials in the course. Among them 18 responded to the questionnaire of which one represented defense service. Table P1 depicts the respondents' demographic profile. Respondent participants represented 18 different ministries/ departments/ corporations and so on.

Table P1: Place of Posting of the Respondents

Place of Posting	No. of Respondent
1. BADC	1
2. ERD	1
3. BTMC	1
4. BIWTC	1
5. Department of Youth Development	1
6. National Housing Authority	1
7. Dhaka WASA	1
8. M/O Health and Family Welfare	1
9. BSCIC	1
10. MHRC	1
11. M/O Land	1
12. Bangladesh Handloom Board	1
13. M/O Information	1
14. National Museum Of Science and Technology	1
15. PetroBangla	1
16. One House One Farm	1
17. Rangpur Cantonment	1
18. BTC, Ministry Commerce	1
Total	18

4.2 Length of Service of the Respondents

Table P2 depicts, among the 18 respondents, the largest share of respondents (66.7 %) are from 1-2 years of their service length at present position. And rest of the respondents (33.3 are from more than that of their service length at the level of Joint Secretary.

Table P2: Length of service at present position

Length of service	No. of Response	%
01-02 years	12	66.7%
02-03 years and above	6	33.3%
Total	18	100

4.3 Field of experience

A question was asked to assess the senior civil servants' strength of field experiences. Ten fields of experiences were identified as their strength of work experience. The highest number of the respondents (9) has shown their experience in 'field administration'. The second highest number has their experience in 'personnel management'. Experiences on 'financial management', 'regulatory issues' and 'policy formulation' have received same weightage from the respondents. More or less, other areas of field experience are also important at their respective workplace for day to day work activities (Table P3).

Table P3: Strengths (field of experience) related to official duties

Major area of Field experience	No. of respondents
1. Project Management	1
2. Financial Management	2
3. Personnel Management	4
4. Land Management	1
5. Regulatory issues	2
6. Bi-/Multilateral Negotiation	1
7. International commerce	1
8. Policy formulation/ drafting	2
9. Field Administration	9

Multiple responses recorded

4.4 Common and specific tasks at office

An open ended questionnaire was asked to the respondents in regard to identifying specific tasks, which are commonly practiced at office. The identified common and specific tasks done by a Joint Secretary are broadly grouped into six major themes (P4). Among the major themes, HR theme scored highest value (20). Where, HR theme consists of 'administrative work'; and 'HRD'. Financial management and project management are also important as they identified. Moreover, policy theme (4) is equally important for the senior level officers of government. Thus, the common important tasks of JS at office are related to HR, Policy making, financial matter and project management as a whole.

Table P4: Common and specific tasks

common and specific tasks at official capacity	No. of respondent	Major theme	Sum responses for cluster theme
1. Administrative work (14)	14	HR	20
2. HRM/HRD (6)	6	HR	
3. Negotiation with development partner (3)	3	ILR	3
4. Protocol (3)	3	ORG	3
5. Policy formulation and advocacy (2)	2	POLICY	4
6. Land acquisition (1)	1	POLICY	
7. Law, rules and regulation (1)	1	POLICY	
8. Project management (5)	5	PM	5
9. Finance and Audit (4)	4	FM	5
10. Custom and VAT (1)	1	FM	

Field survey, 2012. Multiple responses recorded.

4.5 Current priorities of government

Table P5 shows some major areas of government ^{findings} that have been identified as priorities by the respondents through open-ended questionnaires. Multiple responses have been received from 18 respondents. They have identified as many as 20 areas as current priorities of the government. Priority areas ^{were} are again clustered into five themes. Among the five themes, Policy got highest score with multiple response (36) which include 'poverty alleviation'; 'energy security'; 'population control'; 'disaster management'; 'food production'; 'environment'; 'infrastructure development'; 'agricultural development' and so on. The theme that received the second highest responses (25) ^{were} is service delivery. Service delivery theme covers some items namely 'ICT'; 'traffic control'; 'reduce corruption'; 'law and order'; 'food security' and so on.

Table P5: Current Priorities to Government

Identified some major areas of priorities.	No. of respondent	Major Theme	Sum responses for cluster theme
1. Education and HRD (8)	8	HR	10
2. Employment generation (2)	2	HR	
3. Poverty alleviation (9)	9	POLICY	36
4. Energy security (8)	8	POLICY	
5. Population control (5)	5	POLICY	
6. Disaster management (4)	4	POLICY	
7. Self-sufficiency in food production (2)	2	POLICY	
8. infrastructure development (3)	3	POLICY	
9. Reform in civil service (1)	1	POLICY	
10. Agricultural development (2)	2	POLICY	
11. Environmental sustainability/climate change (2)	2	POLICY	
12. Strengthening local government (2)	2	ORG	2
13. Price control of essential commodities (4)	4	FM	4
14. Traffic control in Dhaka City (1)	1	SD	25
15. Improvement of water resources (1)	1	SD	
16. Reduced corruption (3)	3	SD	
17. Law and Order (2)	2	SD	
18. Food security (1)	1	SD	
19. ICT and E-governance (16)	16	SD	
20. Effective public service delivery (1)	1	SD	

4.6 Future Priorities of the Government

An open ended question was asked to the respondent to identify some area as priorities that need to be addressed for the next five years. ^{here} A multiple response is received from the 18 respondents. ^{have been} These are listed in the following Table 6. The table depicts 20 issues ^{have been} as they identified as future priorities to the government. Findings are clustered into five thematic areas. They are HR; organisation; international negotiation; policy and service delivery themes. Here in the following Table 6 as per future priorities 'policy' as a major theme got highest score and 'policy' is ^{covered} composed with: 'infrastructure'; 'poverty and energy'; 'climate change'; 'population control'; 'social security'; 'land use policy'; 'water policy'; 'natural resource policy'; and 'decentralising administration'.

P1. check 'score' 'weightage'

Service delivery theme scored the second highest weightage. As the national priorities, the senior level civil servants must understand the process of service delivery system, and they must be capable to handle all sorts of service delivery to the citizen. The service delivery theme includes 'break the market syndicate'; 'food security'; 'law and order'; 'ICT and e-governance'; 'minimise corruption'; and 'ensuring good governance'.

The third highest score was obtained by HR theme. HR theme covers 'market based salary for the public servants'; 'education and HRD'; 'skills for overseas employment'; and 'employment generation'. Moreover, respondent Joint Secretaries also identified international linkage and relationship theme as a future priority to the government.

Table P6: Future priorities for the government

Future Priority area	No. of respondents	Major Theme	Sum responses for cluster theme
1. Market-based salary for public servant	1	HR	12
2. Education and HRD	6	HR	
3. Skill overseas employment	2	HR	
4. Employment generation	3	HR	
5. Strengthening local government	1	ORG	1
6. PPP	2	ILR	2
7. Infrastructure	2	POLICY	25
8. Power and energy	8	POLICY	
9. Climate change	2	POLICY	
10. Population control	2	POLICY	
11. Social security and justice	4	POLICY	
12. Land use policy	2	POLICY	
13. Extraction of natural resources	1	POLICY	
14. Water Resources	1	POLICY	
15. Make Bangladesh a developed country	1	POLICY	
16. Decentralizing administration	2	POLICY	
17. Break Syndicate	2	SD	19
18. Food security	2	SD	
19. Law and order	4	SD	
20. ICT and e-governance	8	SD	
21. Reduce corruption	1	SD	
22. Good Governance	2	SD	

Multiple responses recorded.

4.7 Knowledge expected to obtain from Senior Staff Course

To find out the knowledge gap of SSC participants an open ended question was asked to the Joint Secretaries of Bangladesh government. They have identified and mentioned some important areas that would be very much useful for further preparation SSC curriculum/contents. The list of topics/contents is

presented in TableP7. The 19 identified topics/contents are clustered into five major themes: 'HR'; 'ILR'; 'Policy'; 'FM'; and 'SD'.

In the following Table, respondents have given emphasis on 'Policy' theme and it has scored 19 responses. Here 'policy' theme includes 'important policies'; 'policy formulation'; 'development administration and governance studies'; 'development economic policy'; 'climate change policy'; 'natural resource policy'; and 'migration policy'. The second theme is identified as per respondents' response to knowledge on 'service delivery'. Therefore, senior level civil servants do expect knowledge on service delivery from SSC. Service delivery theme covers 11 items and of them important items are 'quick delivery of service'; 'TQM'; and 'ICT and e-governance'.

ILR theme covers 8 issues such as bi-/multilateral negotiation, English language and PPP. HR theme includes 'drafting of rules and laws'; 'competency framework', 'strategic management'; and 'professionalism tools'. Moreover, the respondents identified 'Financial Management' theme as well. And financial management theme covers 'public procurement' and 'fiscal policy'.

TableP7: Knowledge Expected to Obtain from SSC

Area of Knowledge	No. of respondents	Major Theme	Sum responses for cluster theme
1. Back dating rules and laws and draft recommendation of those (1)	1	HR	4
2. Competency Framework (1)	1	HR	
3. Tools for professionalism (1)	1	HR	
4. Strategic Management (1)	1	HR	
5. Bi-/Multilateral Negotiation (6)	6	ILR	8
6. Communicative English (1)	1	ILR	
7. PPP (1)	1	ILR	
8. Important public policies (4)	4	POLICY	19
9. Policy Reform and Policy Formulation (5)	5	POLICY	
10. Development Administration and Governance Studies (3)	3	POLICY	
11. Development Economics and Economic Policies (4)	4	POLICY	
12. Climate change (1)	1	POLICY	
13. Prudential uses of natural resources (1)	1	POLICY	
14. Effects of Migration (1)	1	POLICY	
1. Quick delivery of services(1)	1	SD	11
2. TQM (1)	1	SD	
3. ICT and E-governance (9)	9	SD	
4. Public Procurement (1)	1	FM	2
5. Fiscal Policy (1)	1	FM	

4.8 Skills expected to obtain from Senior Staff Course

There was an open ended question for the respondents regarding their (JS) expected skills from the SSC in order to address the present and future priorities of the government. Multiple responses were received and clustered into seven major themes. Organisation/Institution theme got the highest score

which include 'leadership skill'; 'writing reports and minutes'; and 'decision making and problem solving'. International Linkage and Relationship theme got second highest score which covers 'bi-/multilateral negotiation skill', 'communicative English' and PPP. Service delivery theme considers 'ICT' and 'TQM'. Policy theme includes 'policy drafting and formulation'. HR takes account of 'management and motivation skill'; and 'performance based management'. In regard to Financial Management, one component is extracted 'public procurement' and Project Management theme includes one component- 'project evaluation and implementation'.

TableP8: Skills Expected to obtain from SSC

Expected skill area	No. of respondent	Major Theme	Sum responses for cluster theme
1. Management and motivational skill (3)	3	HR	4
2. Performance based management (1)	1	HR	
3. Negotiation skill with development partner (7)	7	ILR	11
4. Communicative English (4)	4	ILR	
5. Leadership skill (2)	2	ORG	12
6. Writing report and minutes (1)	1	ORG	
7. Decision making and problem solving skill (5)	5	ORG	
8. Policy drafting and Framing (6)	6	POLICY	6
9. ICT (6)	6	SD	7
10. TQM (1)	1	SD	
11. Project evaluation and implementation (1)	1	PM	1
12. Public Procurement (4)	4	FM	4

Multiple responses recorded.

4.9 Organisational needs to cope with Government Priorities

Apart from individual expectations from SSC, there was a question in light with organisational needs which would help to pursue government's present and future priorities. A list of areas/issues are identified by the respondents, these are presented as a component and major theme in the following Table 9. Among the major themes, as the respondents identified it is found that service delivery (SD) lies at the top of the list (16). This service delivery theme consists of 'speedy disposal of compliance'; 'office automation'; 'citizen centric service' and so on. 'Financial management' (5) got second highest score followed by 'organisation/institution theme' (4). Therefore, to cope with government initiatives priorities, senior level civil servants have to have more capability with service delivery system as well competent with financial management and organisational development.

Table P9: Organisational need for improving better service

Organisational need	No. of respondent	Theme	Sum responses for cluster theme
1. Results based performance (2)	2	HR	2
2. Documentation and record keeping (1)	1	ORG	4
3. Vassal maintenance 1	1	ORG	
4. Service rules of Petro Bangla and its labor union and CBA (1)	1	ORG	
5. Industrial data base for meet-up the queries in time (1)	1	ORG	
6. Speedy disposal of issues and complaints (3)	3	SD	16
7. Office automation (9)	9	SD	
8. Citizen centric service (3)	3	SD	
9. Performance of small and cottage industry (1)	1	SD	
10. Audit objection (1)	1	FM	5
11. Financial management and budgetary system (2)	2	FM	
12. Public Procurement Procedure (2)	2	FM	

Multiple responses recorded.

4.10 Inclusion for building capacity of the JS and organisational development

TableP10 explains the capacity building issues for Senior Staff Course participants' i.e. at the level of Joint Secretary of the Bangladesh Civil Service. It is found that in order to ensure capacity building the major theme they identified HR (7) and Policy (7). Moreover, they mentioned that international linkage and relationship theme (3), service delivery (3) and financial management (3) are also important areas for capacity development in regards to individual development as well as organisational development. The tableP10 describes the components of major thematic areas in details.

Table P10: Capacity Building Issues

Capacity building issues	No. of respondent	Major theme	Sum responses for cluster theme
1. Some senior secretaries need to be invited in SSC (1)	1	HR	7
2. Participatory Training Methods instead of lecture and exam (1)	1	HR	
3. More workshops and Field visit (2)	2	HR	
4. More research work (1)	1	HR	
5. Industrial visit and solving case studies with real life problem (1)	1	HR	
6. Politian-Bureaucrat relationship (1)	1	HR	
7. Practical exercises on international negotiation (2)	2	ILR	3
8. Fiscal policy and Foreign Trade (1)	1	ILR	
9. Leadership and coordination (1)	1	ORG	2
10. Rules of Business/Allocation of Business (1)	1	ORG	
11. Policy formulation and policy drafting (2)	2	POLICY	7
12. Resolving policy related disputes (1)	1	POLICY	
13. Constitutional provisions/Service rules (1)	1	POLICY	
14. Potential economic sectors (1)	1	POLICY	
15. Labor law of Bangladesh (1)	1	POLICY	
16. Energy crisis (1)	1	POLICY	
17. Public Procurement procedures (3)	3	FM	3
18. Good governance (2)	2	SD	3
19. RTI Act 2009 (1)	1	SD	

Summary of the Pilot Survey

The pilot survey was conducted with 54th Senior Staff Course attended by 19 Joint Secretaries and equivalent officials. Among them 18 responded to the questionnaire. Of 18 respondents only one represented defense service while the rest represented 17 different government organisations. Greater majority of them have 1-2 years of service length at present position. They are experienced with diversified duties such as field administration, personnel management, regulatory functions and policy formulation. Common important tasks of respondent Joint Secretaries at their offices are regarding HR, Policy making, financial matter and project management theme. Current priorities of the government are inclined to policy, service delivery and human resource and human resource theme. Future priorities, as identified by the respondent Joint Secretaries, are again attached to policy, service delivery and human resource theme. In order to address the current priorities of the government, the respondent Joint Secretaries obtain some knowledge and skills which are mainly inclined to policy, service delivery, international linkage and relationship and human resource theme. Apart from individual expectations from SSC, they have maintained some organisational needs which would help to pursue government's present and future priorities. These needs are attached to service delivery, financial management, organisation/institution and human resource theme. They further emphasised participatory process/methods of conducting the Senior Staff Course to make it an effective one.

B. RESPONSE FROM JOINT SECRETARIES AND SECRETARIES/ADDL. SECRETARIES

4.11 Respondents' Place of Posting

A set of pre-tested questionnaire was distributed to all 28 participants of 55th Senior Staff Course designed for the officials with the rank and status of a Joint Secretary to the government. Among them 20 responded to the questionnaire. Out of 20 participants 11 were OSD of Ministry of Public Administration. Rest nine participants represented seven different ministries/organisations (Table A1). Another set of questionnaire was sent to the Secretaries and the Additional Secretaries of different

rank and status with above given -
for age / years before and after?

ministries, and the participant Additional Secretaries who attended the Policy Planning Course organised by the BPATC. A total number of 14 Secretaries and 19 Additional Secretaries responded to the questionnaire. The respondents represented 23 ministries and divisions of the government (TableB2).

Table1: Strengths (field of experience) related to official duties of the respondents

Field of experience	Respondents	
	JS (20)	Secretary and Additional Secretaries (33)
1) Project Management	9 (45.0)	19 (57.58)
2) Financial Management	7 (35.0)	16 (48.48)
3) Personnel Management	12 (60.0)	16 (48.48)
4) Land Management	2 (10.0)	13 (39.39)
5) E-governance	2 (10.0)	9 (27.27)
6) Regulatory issues	4 (20.0)	11 (33.33)
7) Bi-/Multilateral Negotiation	1 (5.0)	9 (27.27)
8) Policy formulation/ drafting	7 (35.0)	13 (39.39)
9) International commerce	00.00	3 (9.09)
10) Field Administration	13(65.0)	0
11) Others (public procurement; career planning; mass communication; population studies; TQM; training management; training and development; media)		9 (27.27)

Multiple responses recorded. Parenthesis show percentage

4.12 Strengths (field of experiences) of the Respondents

Respondent Joint Secretaries have identified their experiences in nine different fields (Table1). The five important areas of experience include field administration (65.0%), personnel management (60.0%), project management (45.0%), financial management (35.0%) and policy formulation/drafting (35.0%). The rest four areas of experience incorporate regulatory issues (20.0%), land management (10.0%), e-governance (10.0%) and bi-/multilateral negotiation (5.0%).

Table1 shows that majority of the respondents (Secretaries/Addl. Secretaries) have the expertise on different areas of which the five important areas include project management (56.25%), personnel management (50.0%), financial management (46.88%), land management (40.63%) and policy formulation/ drafting (40.63%). A significant number of them have expertise on regulatory issues (34.38%), bi-/multilateral negotiation (25.0%) and e-governance (25.0%). Only 3 (9.38%) have experience on international commerce.

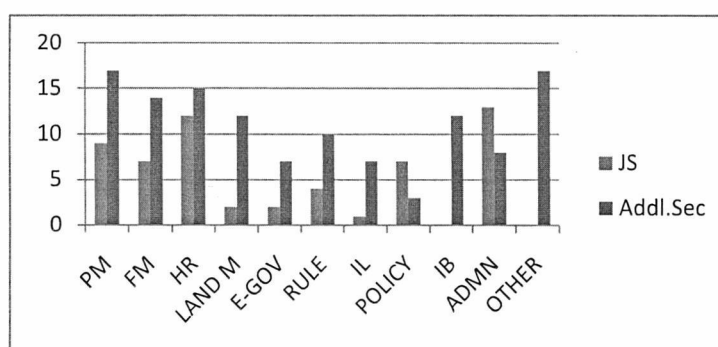


Figure1: Strengths related to official-duties of the respondents

4.13 Important Routine Tasks Performed by the Respondents

In response to the question on their most important routine tasks 17 respondents identified different tasks while the rest three did not respond as they were Officers on Special Duty (OSD). Respondent Joint Secretaries were asked to mention their important routine tasks. Accordingly, they have identified as many as 15 types of tasks (TableA4). They include personnel management, negotiation, attending Parliamentary Standing Committee meetings, policy formulation, providing health service, monitoring and evaluation, and financial management. All these tasks are related to six thematic areas (Table2). Human resource (9) is identified as the most focused thematic area followed by financial management (7) and project management (6). Other routine tasks include organisation/institution (3), policy (2), international linkage and relationship (1) and service delivery themes (1).

Table 2: Most important routine tasks performed by the respondents

Theme of routine tasks	Respondents		Total (n=50)
	JS (17)	Secretary and Additional Secretaries (33)	
1) HR	9	34	43
2) ILR	1	12	13
3) Organisation	3	24	28
4) Policy	2	22	24
5) Service Delivery	1	0	1
6) Project Management	7	8	15
7) Financial Management	6	7	13

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Respondent Secretaries/Addl. Secretaries were also asked to identify common tasks usually performed by a Joint Secretary working under them. In response to this question they identified as many as 50 types of tasks (TableB5). The important tasks include personnel administration and management, regulatory issues and general administration, supervision, monitoring and coordinating activities of the department including field offices, bi-lateral/multilateral negotiation and signing MOU with different organisations, representing and coordinating intra and inter agencies, PPP, maintaining relationship with mass media and other stakeholders, policy formulation and analysis, drafting laws, rules and regulation, project management, financial management, preparation and supervision of budget and expenditure, and public procurement.

TableB2 demonstrates as many as six thematic areas linked to the tasks. Human resource management (34) is identified as the most focused thematic area followed by organisation/institution (24), policy (22), international linkage and relationship (12), project management (8), financial management (7).

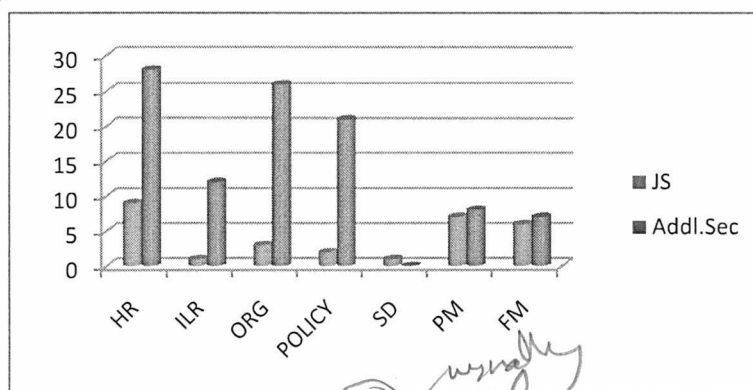


Figure2: Routine tasks used to perform by the respondents

4.14 Current/Short-term Priorities of the Ministry/Organisation

Respondent Joint-Secretaries have considered as many as 28 current priority areas of their ministries/organisations (TableA6). Important current priorities take account of skilled manpower, recruitment, mass awareness on livestock and fisheries, efficient and effective negotiation in obtaining foreign aid, the Padma Multipurpose Bridge Project, Elevated Express Way Project, developing infrastructure facilities for games and sports, simplification of pension policy, formulation and updating of external economic policy for achieving/maintaining targeted economic growth, formulating civil service act, ICT and e-governance, and effective monitoring of foreign funded projects.

Current priorities identified by respondents are again linked to five thematic areas (Table3). The most focused current priority is attached with policy theme (7) followed by international linkage and relationship theme (6), service delivery theme (6), human resource management theme (5) and project management theme (2).

Table3: Current/short-term (one year) priorities of the ministry/organisation/identified by the respondents

Thematic Current Priorities	Respondents		Total (n=50)
	JS (17)	Secretary and Additional Secretaries (33)	
1) HR	5	17	22
2) ILR	6	6	12
3) Organisation	0	21	21
4) Policy	7	16	23
5) Service Delivery	6	19	25
6) Project Management	2	3	5
7) Financial Management	0	5	5

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management.

Respondent Secretaries/Addl. Secretaries were also asked to identify the current priorities of their ministries/organisations. They mentioned as many as 75 issues as current priority (TableB6). The important priorities take account of HR planning and development of ICT, procurement and recruitment of project staff, creating new employment, equipping the civil servants to face the challenges of 21st century, bi-lateral/multilateral negotiation, formulating and signing MOU with different organisations, attract FDI and aid mobilisation, formulating rules/regulations and establishing economic zones, coordination of inter-ministerial matters, strengthening capacity and quality of BBS and maintaining relationship with mass media, policy formulation and analysis, drafting laws, rules and regulations in line with export-import, administrative reforms to ensure development, achieving growth and eliminating poverty, producing and maintaining quality data, introducing ICT and e-Governance, ensuring free flow of information, project designing, monitoring and evaluation particularly aided project, implementing MTBF and ensuring accountability and transparency in public financial management.

According to (Table3) their views the most focused current priority is attached with organisation/institution theme (21) followed by service delivery theme (19), human resource management theme (17), policy theme (16), international linkage and relationship theme (6), financial management theme (5) and project management theme (3).

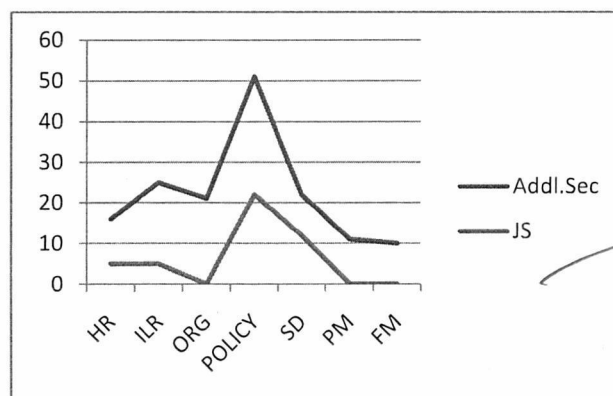


Figure 3: Thematic Current Priorities of the Ministries/Divisions

4.15 Specific Area of Knowledge Expected to Acquire by the JSs to Address the Current Priorities

Joint Secretaries were asked to identify specific area of knowledge (important facts, information, references etc.) they expected to acquire from SSC in order to address the present priorities of the government. They have expected to acquire as many as 27 types of knowledge from the SSC in order to address the current priorities of the ministries/organisations (TableA7). Significant items of knowledge include performance management system, delegation and devolution of power, bi-lateral and multi-lateral negotiation, communicative English, policy planning, policy brief, policy analysis, important government policies, NPM, ICT and e-governance. This knowledge items can be categorised under four

thematic areas (Table4). The most focused theme is identified as policy (22) followed by service delivery (12), human resource management (5) and international linkage and relationship (5). *by then was*

Table4: Specific areas of knowledge expected to be acquired by the JSs to address the present priorities

Thematic area of knowledge	Respondents		Total (n=50)
	JS (17)	Secretary and Additional Secretaries (33)	
1) HR	5	13	18
2) ILR	5	21	26
3) Organisation	0	21	21
4) Policy	22	30	52
5) Service Delivery	12	10	22
6) Project Management	0	11	11
7) Financial Management	0	10	10

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

In order to address the current priorities of the government, respondent Secretaries/Addl. Secretaries suggested as many as 71 items of knowledge required for the Joint Secretaries (TableB8). Important items of knowledge cover current trends of administration and management, recruitment and personnel management, managing reforms, globalization and economic policy, English language, bi-/multilateral negotiation and regional cooperation, PPP, international food grain market and the market mechanism, basic rules, regulations, procedures of the government, Rules of Business and Allocation of Business, Secretariat Instructions, relationship between mass media and transparency, public policy issues and public asset management, policy formulation and drafting, policy analysis, constitution, ICT and e-Governance, project management and preparing DPP/TAPP, financial management and public procurement procedures?

Table4 demonstrates that the identified areas of knowledge are mostly inclined with three thematic areas such as policy (30), organisation/institution (21) and international linkage and relationship (21). Other themes include human resource management theme (13), project management (12), financial management (11) and service delivery (10).

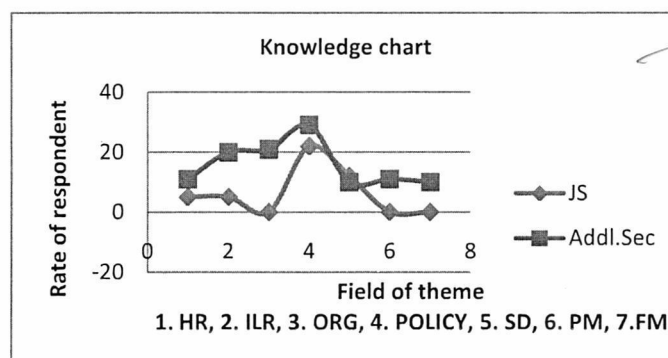


Figure4: Required Knowledge to Address Current Priorities

Again, this may not be an appropriate graph. These kinds of graphs are generally used for incremental change (time-line data)

4.16 Specific Area of Skills Expected to be acquired by the JSs to Address the Current Priorities

In order to address the current priorities of the ministries/organisations respondent Joint-Secretaries also expected to acquire as many as 19 types of skills from the SSC (Table A8). Noteworthy skills include critical analytical ability, in-depth reviewing of the planning program, solving problem, English language, conflict management and negotiation, interpersonal communication skill in multicultural environment, policy formulation and planning, ICT and e-Governance, project management and financial management.

Table 5: Specific area of Skills expected to be acquired by the JSs to address the present priorities

Thematic area of skills	Respondents		Total (n=53)
	JS (20)	Secretary and Additional Secretaries (33)	
1) HR	4	13	17
2) ILR	14	39	53
3) Organisation	0	24	24
4) Policy	7	11	18
5) Service Delivery	11	18	29
6) Project Management	0	6	6
7) Financial Management	1	5	6

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Most of their expected skills are attached with international linkage and relationship theme (14) followed by service delivery theme (11). Some of their expected skills are related to policy theme (7) and human resource management theme (4). One respondent also expected to obtain financial management skill from SSC (Table5).

Respondent Secretaries/Addl. Secretaries further recommended as many as 60 types of skills for the Joint Secretaries (Table B9). Significant items of skills cover personnel management, leadership, motivation, team building, communication skills in English language, bi-/multilateral negotiation skills, data presentation, processing and analytical techniques, writing analytical report and summary, coordination and supervision, decision making, see things from different dimensions, policy formulation, implementation, monitoring and evaluation, drafting laws rules and regulations, ICT and e-governance, project management, project impact analysis, SIA, public accounts management.

Where is Table A8?
If they are given as Annexes you may like to mention that Readers will generally expect Table + Figures after the text.

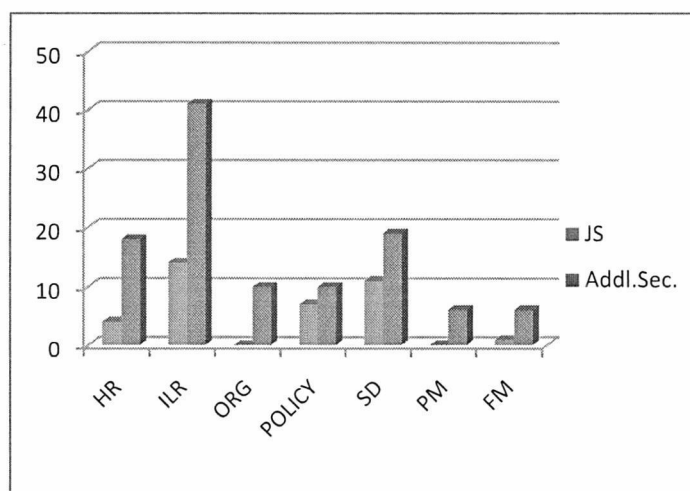


Figure5: Required Skills to Address Current Priorities

These skills are again attached to seven thematic areas (Table5). The most focused theme is inclined with the international linkage and relationship (39), chased by organisation/Institution (24) and service delivery (18). Other important thematic skills include human resource management theme (13), policy (11), project management (6) and financial management (5).

4.17 Future/Long-term Priorities of the Ministry/Organisation

Respondent (Joint-Secretaries) further considered as many as 22 current priority areas of their ministries/organisations (TableA9). Important future priorities take account of capacity building of Union Parishad, capacity building of external resource mobilisation, introduction of performance management system in BCS, collection of more grants than loan from donors through non conventional approach, Mass Rapid Transport, Karnaphuli Tunnel, clustering of ministries, formulation of Civil Service Act and foreign aid policy, e-Governance and e-procurement, and formulation of DPP. These priority areas are closely linked with six thematic areas (Table6) such as policy theme (6), service delivery theme (5), human resource theme (4) international linkage and relationship theme (3), organisation (2) and project management theme (1) which are identified as future priority thematic areas of respondents' ministry/organisation.

Table6: Future priorities of the ministry/organisation identified by respondents

Thematic Future Priorities	Respondents		Total (n=50)
	JS (17)	Secretary and Additional Secretaries (33)	
1) HR	4	6	10
2) ILR	3	12	15
3) Organisation	2	10	12
4) Policy	6	24	30
5) Service Delivery	5	26	31
6) Project Management	1	4	5
7) Financial Management	0	3	3

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Respondent Secretaries/Addl. Secretaries also identified as many as 73 of their ministries/organisations (TableB10). The important priorities take account of HR planning and merit based recruitment, change management, ensuring supply of quality textile technologists, PPP, diversification of export basket, bi-lateral/multilateral negotiation, WTO, strengthening of BBS, establishing, developing, managing and operating economic zones, development of power and gas sector, administrative reform, clustering ministries, enhancing use of jute and jute products, climate change, reviewing and updating govt. policies, formulating appropriate and comprehensive trade policies to safeguard and develop domestic industry, IT policy, social safety-nets, ICT and e-governance, digitisation of land records, rule of law, accountability and eradication of corruption, good governance, capacity building in project management and continuation of the projects, accelerating inclusive growth and maintaining macro-fiscal stability, domestic revenue mobilisation and bringing down fiscal deficit and efficient management of public debt.

In respect to thematic classification of future priorities, Table6 shows that service delivery (26) is the most important future priority area chased by policy (24). Other thematic priority areas include international linkage and relationship theme (12), organisation/institution theme (10), human resource theme (6), project management theme (4), and financial management (3).

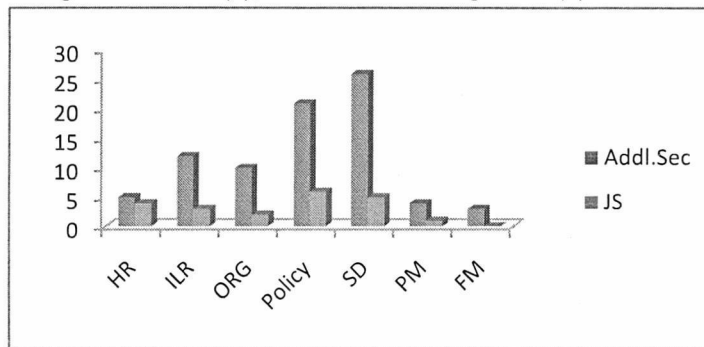


Figure6: Thematic Future Priorities of the Ministries/Divisions

4.18 Specific Area of Knowledge Expected to be acquired by the JSs to Address the Future Priorities

In regard to address the future (long-term) priorities of their ministry/organisations respondent Joint-Secretaries expected to obtain as many as 28 types of knowledge from the SSC (TableA10). Important items of knowledge include local government, bi-/multilateral negotiation, conflict management, globalisation, regulatory issues, policy planning, policy brief, policy analysis, good governance, combat corruption, ICT and e-governance, and e-procurement.

These are again attached to six thematic areas (Table7). The most focused theme that inclined with the respondents' view is policy (19). Other thematic areas are international linkage and relationship (10), service delivery (10), human resource (2), organisation (1) and financial management theme (1).

Table7: Specific area of knowledge expected to be acquired by the JSs to address the future priorities

Theme area of knowledge	Respondents		Total (n=53)
	JS (20)	Secretary and Additional Secretaries (33)	
1) HR	2	9	11
2) ILR	10	10	20
3) Organisation	1	9	10
4) Policy	19	34	53
5) Service Delivery	10	10	20
6) Project Management	0	6	6
7) Financial Management	1	2	3

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

In order to address the future priorities of the government, respondent Secretaries/Addl. Secretaries suggested as many as 62 items of knowledge required for the Joint Secretaries (TableB11). Important items of knowledge cover change management, need assessment of organisation and employees, time management, negotiation, aid negotiation, WTO, diversification of product and market, acts, rules and regulation, on line decision making, strengthening of democratic setting by civil servants, national policy making, conceive strategic objective and make strategic plan, global warming, climate change, regional water crisis reforms activities, countries economic trends and commerce, ICT and e-Governance, project management/risk management, financial management and public procurement. //

These knowledge items are attached to seven thematic areas (Table7). The most focused theme inclined with the policy (34) followed by international linkage and relationship (10) and service delivery (10). Other thematic area included human resource management theme (9), organisation/institution (9), project management (6), and financial management (2).

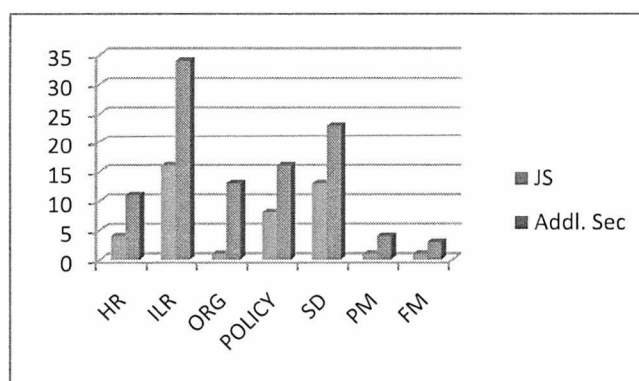


Figure7: Required Knowledge to Address Future Priorities

4.19 Specific Area of Skills Expected to be acquired by the JSs to Address the Future Priorities

Respondents (JSs) further expected to obtain 26 different skills from the SSC in order to address the future (long-term) priorities of their ministry/organisation (TableA11). Important skills include averting the difficulties to cope with the changing situation, bi-/multilateral negotiation, English language, handling new challenges, drafting policy papers and treaties, implementation of government policies, ICT and e-governance, e-procurement and e-commerce, project implementation and financial management. Table8 shows that most of those expected skills are attached to international linkage and relationship theme (16) followed by service delivery (13) and policy theme (8). Few of their expected skills connected to human resource management (4), organisation/institution (1), project management (1) and financial management theme (1).

Table8: Specific area of skills expected to acquire by the JSs to address the future priorities

Theme area of Skills	Respondents		Total (n=53)
	JS (20)	Secretary and Additional Secretaries (33)	
1) HR	4	12	16
2) ILR	16	34	50
3) Organisation	1	16	17
4) Policy	8	16	24
5) Service Delivery	13	23	36
6) Project Management	1	4	5
7) Financial Management	1	3	4

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Respondent Secretaries/Addl. Secretaries further recommended as many as 57 types of skills for the Joint Secretaries in order to address the future priorities of the government (TableB12). Important items of skills cover management skill, performance based evaluation, time management, bi-/multilateral negotiation skills, speaking in English, analytical and presentation skill, decision making skill, coordination and supervision, policy formulation, implementation, monitoring and evaluation, writing reports on trade related matters, drafting trade laws, rules and regulations, ICT and e-governance, combat corruption, citizen charter for better service, project management and financial management.

The identified items of skills are attached to seven thematic areas (Table8). The most focused skills are inclined with the international linkage and relationship (34), chased by service delivery (23), policy (16) and organisation/Institution (16). Other important thematic skills included human resource management theme (12), project management (4) and financial management (3).

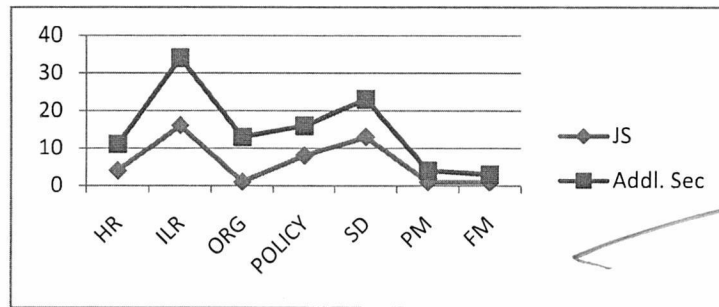


Figure8: Required Skills to Address Future Priorities

This may not be appropriate graph as they are systematic entities, not linked

Summary

Secretary/Additional Secretary and Joint Secretary are the senior level position of Government; they are actually responsible for implementing policy and formulating policy for sectoral development of Bangladesh. A same set of research protocol was used to get primary information for these three types of respondents. This study is focused only Joint Secretary to the Bangladesh government. Secretary and Additional Secretary are the reporting officer/supervising officer of Joint Secretary. Thus, this study is undergone qualitative questionnaire survey with Secretary and Additional Secretary to understand what they expect from Joint Secretary and what type of knowledge and skill they want from JS to carry out the government current and future priorities. In this view, field survey analysis data findings (Table1) explain that Secretaries/Additional Secretaries are mostly given their views that JS requires to involve with policy thematic areas such as: project management, financial management, international negotiation issues, and e-government issues. In the same vein, JS also identified their areas of skill and knowledge to ensure government current and future need. Therefore, respondents (Joint Secretaries) need to strengthen their knowledge and skills for ensuring current and future priorities of government. In light with routine work, it is recommended by the supervising official (Additional Secretaries) that Joint Secretaries routine work in regard to policy making, HR issues, and international negotiation (Table 2). In order to short term priorities, Addition Secretary has given emphasis to develop JS knowledge, expertise and skills on organisational strength, maintaining HR and practicing service delivery to the citizen or customer. Therefore, Joint Secretaries would be given more priorities on their individual development not limited with 'strengthening organisational/institutional', 'human resource management', 'service delivery', 'international negotiation' and 'policy issues' for a short term requirement to cope up with government functional priorities (T4). Moreover, study results reveal that 'service delivery' and 'policy' are two most important thematic future priorities of the Ministries/Organisations at the level of Joint Secretaries, identified by supervising officers. Other less significant thematic future priority areas include: 'international linkage and relationship theme', 'organisation/institution theme', 'human resource theme', 'project management' and 'financial management'. The policy theme is viewed as most thematic area of knowledge that required for Joint Secretaries to address the future priorities, identified by the Additional Secretary. In addition, other recommended thematic areas are: knowledge on international linkage and relationship, service delivery, human resource, organisation/institution, project management and financial management theme. The respondent senior servants also suggested a list of skills which are necessary for the Joint Secretaries in order to materialise the future priorities identified by the government. The most focused theme inclined to the international linkage and relationship followed by service delivery, policy and organisation/Institution. Other important thematic skills included human resource, project management and financial management theme. The study gives a firm indication about inputs of future Senior Staff Course which strongly linked to some theoretical aspect in one hand and practical issues on the other hand.

C. RESPONSE FROM HONOURABLE MINISTERS/ADVISORS

The study also solicited opinion from the selected ministers and advisors to the Honourable Prime Minister. Copies of a questionnaire were also sent to the private secretaries of the 13 selected ministers and seven advisors to solicit their views on current operational priorities and future priorities in line with the five priority issues mentioned in the election manifesto of the present government such as maintenance of economic stability and control over commodity price hike, effective action against

corruption, power and energy, elimination of poverty and inequity, and establishment of good governance. Only two ministers, one advisor to the honourable Prime Minister and one deputy minister responded to the questionnaire.

4.20 Current operational priorities of the ministries/organisations

In order to materialise the five priorities as identified in the election manifesto the respondent Ministers and Advisors have identified as many as 13 current priorities of their respective ministries/ organisations (Table M1). For the Ministry of Science and Technology, the current priorities include early implementation of Roop pur Power Project, timely and meaningful implementation of ADP, coordinating and conducting RandD activities in different field of Science, use of nuclear technology in health sector and Popularizing Science among the younger generation through scientific exhibition, film show etc. For Board of Investment, their priorities are substantial increase in the flow of Foreign Direct Investment particularly in power, energy, physical infrastructure, communication, science and technology, ICT and industry; concomitant increase in domestic investment; and timely implementation of development projects and programmes. Similarly, the Ministry of Finance identified a number of current priorities including maintaining financial discipline and sound macroeconomic management; ensuring fiscal sustainability; adequate resource mobilization through tax reform implementation; effective aid coordination; and financial sector reforms.

Table9: Current priorities of the ministries/organisations identified by the respondents

Ministry/Organisation	Thematic Area of Current Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	2	-	1	2	1	1	
2. BOI	1	-	-	-	-	1	1
3. M/O Finance	-	1	-	2	-	-	2
Total	3	1	1	4	1	2	3

The current priorities of various ministries and organisations as identified by the respondent Ministers and Advisors can be grouped into seven thematic areas (Table9). According to their views most highlighted current priority is related to policy theme (4) followed by human resource management theme (3), financial management theme (3), project management theme (2), service delivery theme (1), international linkage and relationship theme (1), and organisational development theme (1).

4.21 Tasks to be performed by a Joint Secretary in order to address the current priorities

The respondents also identified 42 different kinds of tasks required to be performed by a Joint Secretary working in their ministries/organisations in order to address the current operational priorities of the government (TableM2). A Joint Secretary in the Ministry of Science and Technology has to perform tasks that include effective coordination, win-win negotiation with the development partners and also managerial duties. In Board of Investment (BOI), some important tasks required to be performed by a Joint Secretary are facilitation of Investment and provision of services, supervision of regional Offices of the BOI, registration of domestic and foreign investment, liaison with representative offices of the major transnational companies of the world, provision of one stop services to the clients and overall

investment facilitation. Similarly, Ministry of Finance identified tasks performed by a Joint Secretary. They are preparation and analysis of the fiscal policy of the government and macroeconomic management, conducting matters related to financing of programmes and audit and accounts, preparation of budget, appropriation, re-appropriation and examination and approval of budget proposals, preparation of financial rules and regulations and issuing necessary orders/instructions, communication with bilateral and multilateral development partners and donor organisations, Conducting matters related to treasury and public debt management along with loans and grants, examination proposals for the creation of new posts and expenditure, implementing Public Financial Management (PFM) reforms, formulating and implementing policies for National Savings Schemes, monitoring of foreign aid as well as allocations of all external resources for implementation of development projects included in the Annual Development Programme (A.D.P), strengthening external economic relations with international development organisations/agencies, formulation of laws/rules/policies relating to Banking, Insurance and Financial Institutions, regulation of the Capital Market and Futures Market etc.

Table10: Tasks to be performed by a Joint Secretary in order to address the current priorities

Ministry/Organisation	Thematic Area of tasks to address Current Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	1	1	1	-	-	-	-
2. BOI	1	1	1	-	3	-	1
3. M/O Finance	4	9	3	9	2	-	10
Total	6	11	5	9	5	-	11

The Ministers and Advisors identified important tasks required to be performed by a Joint Secretary in order to address the current operational priorities. Those tasks can be classified into six of the seven thematic areas (Table10). Accordingly, the most important tasks to address the current priorities are related to financial management theme (11) and international linkage and relationship theme (11), followed by policy theme (9) followed by human resource management theme (6), organisational development theme (5), service delivery theme (5) and project management theme (0).

4.22 Required knowledge for a Joint Secretary in order to address the current priorities

The respondent Ministers and Advisors further listed 45 areas of knowledge that a Joint Secretary must have in order to address the current priorities (TableM3). For the Ministry of Science and Technology, a Joint Secretary must have knowledge of team building, negotiation with the development partners and change management. For the Board of Investment, a Joint Secretary has to have knowledge of Public Administration, Management, Economics, Finance and Law. In addition s/he must also have the adaptability to work in any areas of governance and have the competences and attributes of a classical public official. In case of the Ministry of Finance, a Joint Secretary must have knowledge of global economy and development, political economy and macroeconomic implication of budget, economic growth and development, Medium-Term Macroeconomic Framework (MTMF), tax reforms, revenue estimation, non-tax revenue policy, budgeting systems and process, project finance and management, cash forecasting and planning, procurement procedures, public private partnership, banking sector

reform, aid management, international accounting standards and practice, financial reporting, financial information systems.

Table11: Required knowledge for a Joint Secretary in order to address the current priorities

Ministry/Organisation	Thematic Area of knowledge to address the Current Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	2	1	-	-	-	-	-
2. BOI	3	1	-	1	1	-	1
3. M/O Finance	-	3	-	12	2	2	16
Total	5	5	-	13	3	2	17

The identified areas of knowledge may be clustered under six of the seven thematic areas (Table11). Here the most focused areas of knowledge to address the current priorities are mostly related to financial management theme (17) which is followed by policy theme (13), human resource management theme (5), international linkage and relationship theme (5), service delivery theme (3), project management theme (2) and organisational development theme (0).

4.23 Required Skills for a Joint Secretary in order to address the current priorities

To address the current priorities the Ministers and Advisors identified some specific skills that a Joint Secretary must possess (TableM4). These skills include art of team building skills, conflict management and negotiation techniques, management skills, leadership and organisational development skills, decision making skills, analytical skills, MS Excel skills, macroeconomic forecasting skills, budget forecasting costing techniques, cash flow forecasting skills, effective communication skills, and effective human resource training and development skills.

TableM4: Required Skills for a Joint Secretary in order to address the current priorities

Ministry/Organisation	Thematic Area of Skills to address the Current Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	3	1	1	-	-	-	-
2. BOI	-	1	-	-	-	-	1
3. M/O Finance	2	2	1	1	-	-	4
Total	5	4	2	1	-	-	5

The skills identified by the Ministers and Advisors may be grouped under five of the seven thematic areas (Table12). In this case, the most important skills to address the current priorities are related to financial management theme (5) and human resource management theme (5) followed by international linkage and relationship theme (4), organisational development theme (2), policy theme (1), service delivery theme (0), and project management theme (0).

4.24 Future priorities of the ministry/organisation

Respondents were asked to identify few important future priorities in line with election manifesto of the present government. In response to the question regarding future priorities (long-term, for example next 5 years) of the ministries/ organisations, the respondent Ministers and Advisors identified some future

priority issues for their ministries/ organisations (TableM5). For the Ministry of Science and Technology, their future priorities include expansion of nuclear power programme, expansion of RandD activities, innovation of low-cost and affordable solar panels, expansion of nuclear medicine programme, commercialisation of processes innovated by the scientists etc. For the Board of Investment, their future priorities are implementation of e-governance, automation of all service delivery, formulation of comprehensive investment strategy, research and development on policies and sectors, completion of construction of the office building of BOI, high quality publication. Similarly for the Ministry of Finance, the future priorities include fiscal sustainability, strategic allocation of fiscal resources, fostering fiscal sector reforms including enhancing accountability and fiscal transparency, understanding fiscal and monetary coordination, strengthening tax laws, enhancing tax collection without hassle and in a friendly manner, revenue administration and tax education, modernising and optimally using external assistance, enhancing aid effectiveness, management of international obligations, strengthening banking sector, developing capital market as a reliable sources of investment etc.

Table13: Future priorities (long-term, for example next 5 years) of the ministry/ organisation

Ministry/Organisation	Thematic Area of Future Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	1	-	-	3	1		
2. BOI	1	-	1	1	3	-	-
3. M/O Finance	1	3	2	3	3	-	2
Total	3	3	3	7	7	-	2

These priorities can be grouped under six of the seven thematic areas (Table13). In this case, the most important priorities are related to policy theme (7), service delivery theme (7), human resource management theme (3) followed by international linkage and relationship theme (3), organisational development theme (3) and financial management theme (2).

4.25 Tasks required to be performed by a Joint Secretary to address the future priorities

The respondent Ministers and Advisors identified important tasks required to be performed by a Joint Secretary in order to address the future priorities (TableM6). These tasks, as essential the Joint Secretaries of the Ministry of Science and Technology, include effective coordination, win-win negotiation with the development partners and managerial work. For the Board of Investment, the task include facilitation of investment and provision of services, supervision of regional offices of the BOI, registration of domestic and foreign and domestic investment, authorization of branch, liaison with representative offices of the major transnational companies of the world, provision of one stop services to the clients and overall investment facilitation. For the Ministry of Finance, the identified tasks are fiscal sector reforms results oriented budgeting, capital investment planning, performance and financial reporting, modernisation of accounting system, effective management of contingencies, expanding tax net, preventing tax evasion, modernization of tax administration infrastructure, tax education, encouraging domestic savings under national savings schemes, strengthening aid management system, banking sector reforms with priority for loan portfolio management, fund management, strengthening legal framework for investor protection, capacity building of capital market institutions, strengthening regulation in non-banking financial sector, promoting microfinance and regulatory microcredit institutions.

Table14: Tasks required to be performed by a Joint Secretary in order to address the future priorities

Ministry/Organisation	Thematic Area of Tasks to address Future Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	1	1	1	-	-	-	-
2. BOI	1	1	1	-	3	-	1
3. M/O Finance	2	2	7	5	4	-	4
Total	4	4	9	5	7	-	5

These tasks can be grouped under six of the seven thematic areas (Table14). In this case, the most important priorities are related to organisation theme (9) followed by service delivery theme (7), policy theme (5), financial management theme (5), human resource management theme (4), and international linkage and relationship theme (4).

4.26 Required Knowledge to Address Future Priorities

The respondent Ministers and Advisors further identified some areas of knowledge that a Joint Secretary must have in order to address the future priorities (TableM7). For the Ministry of Science and Technology, a Joint Secretary must have knowledge of team building, negotiation with the development partners and change management. For the Board of Investment, a Joint Secretary has to have knowledge of group dynamics, capital investment, project management, economics and management. In case of the Ministry of Finance, a Joint Secretary must have knowledge of legal and political analysis for public policy, program and policy design, trends in public finance management, program based budgeting; fixing performance targets, decentralisation- fiscal and administrative, equity and regional balance issues, microfinance regulatory framework, e-governance architecture and so on.

Table15: Knowledge that a Joint Secretary must have in order to address the future priorities

Ministry/Organisation	Thematic Area of Knowledge to address Future Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	2	1	-	-	-	-	-
2. BOI	-	-	1	1	1	2	1
3. M/O Finance	-	-	-	4	2	-	8
Total	2	1	1	5	3	2	9

The identified areas of knowledge may be clustered under seven thematic areas (Table15). Here the most focused areas of knowledge to address the future priorities are mostly related to financial management theme (9) which is followed by policy theme (5), service delivery theme (2), human resource management theme (2), project management theme (2), international linkage and relationship theme (1), and organisational development theme (1).

4.27 Required skills for a Joint Secretary in order to address the future priorities

The Ministers and Advisors identified some specific skills that a Joint Secretary must have in order to address the future priorities (TableM8). As for the Ministry of Science and Technology, the specific

skills, in this regard, include art of team building, art of negotiation, managerial skills, leadership quality, and decision making skills. For the Board of Investment the specific skills are managing investment proposals, understanding of macro, firm and policy level causative factors of FDI, have the capacity to do inter-disciplinary subject analysis. For the Ministry of Finance, the skills include decision analysis, modeling and quantitative methods, data analysis based on econometric software, understanding e-government applications, decision making for effective leadership, strategic human resource management, team building, conflict management and negotiation techniques and managing change and innovation.

Additionally, the International Affairs Advisor to the Honourable Prime Minister identified some important skills that a Joint Secretary must have in order to address the future priorities. They are ability to articulate and provide analysis both in writing and verbally, ability to reason and argue coherently, ability of evidence-based decision making process, ability to assess alternative policy options, opportunities and risks, ability of initiating policies or policy discussions, ability to assist the DSs in enhancing their performance, awareness of current literature and ideas on governance and policy issues broadly defined.

Table16: Specific skills that a Joint Secretary must have in order to address the future priorities

Ministry/Organisation	Thematic Area of skills to address Future Priority						
	HR	ILR	ORG	POLICY	SD	PM	FM
1. M/O Science and Technology	4	1	1	-	-	-	-
2. BOI	-	2	-	2	-	1	1
3. M/O Finance	3	2	1	-	1	-	2
4. Advisor (International Affairs)	2	2	1	2	-	-	-
Total	9	9	3	4	1	1	3

The skills can be grouped under seven thematic areas (Table16). In this case, the most important priorities are related to human resource management theme (9) and international linkage and relationship theme (9), followed by policy theme (4), organisational development theme (3), financial management theme (3), service delivery theme (1), and project management theme (1).

Summary

Opinions were sought from the Ministers and Advisors (Minister Equivalent) of the Government of Bangladesh. Four ministers and advisors returned the filled in questionnaires. Out of many current and future priority issues of the ministries/organisations as identified by the respondents some key concerns include early implementation of Nuclear Power Project, timely implementation of development programmes, substantial increase in the flow of FDI and domestic investment, maintaining fiscal discipline and stability, resource mobilization through tax reform, automation of all service delivery, accountability and fiscal transparency, and capacity building of capital market institutions. These priorities mostly relate with policy theme, human resource theme, financial management theme, project management theme, service delivery theme, international linkage and relationship theme, and organisation/institution theme. In addition, they identified a number of important tasks that a Joint Secretary requires to address those priorities. The essential tasks are international negotiation, facilitation of foreign as well as domestic investment, analysis of the fiscal policy, preparation of budget, preparation of financial rules and regulations, implementation of development projects, strengthening external economic relations etc. They are again related to financial management theme, international linkage and relationship theme, policy theme, organisational development theme, service delivery theme, and project management theme. In the similar manner, the Ministers and Advisors identified the important knowledge and skills required to materialise current as well as future priorities. The knowledge and skills are mostly related with

team building, negotiation with the development partners, change and innovation management, analytical ability, public administration, political economy and macroeconomic implication of budget, MTMF, tax reforms, budgeting systems and process, project management, procurement procedures, PPP, banking sector reform, aid management, financial reporting, financial information systems, ICT skills, effective communication, fixing performance targets, equity and regional balance issues, data analysis based on econometric software, strategic human resource management. The skills and knowledge required by the Joint Secretaries to deal with the current as well as future priorities can be broadly grouped under thematic areas like financial management, policy, international linkage and relationship, human resource, service delivery, project management, and organisation/institutions.

D. RESPONSE FROM INTERNATIONAL DEVELOPMENT PARTNERS

4.28 International Development Partners Responded

A set questionnaire was sent to the representatives of international development organisations working in Bangladesh. Six representatives of five organisations namely UNDP, ADB, UNAIDS, WFP and UNICEF responded to the questionnaire. All the respondents usually interact with the Joint Secretaries to the Government of Bangladesh. Organisations/ministries the Joint Secretaries work for include MoLGDRR, MoFDM, MoE, MoEF, ERD, Planning Commission, BEC, NHRC, Parliament, Health, Home, MOWCA, MOFA, Planning, MOF, MOI, Cabinet Division and other line ministries.

4.29 Value of Respondents' Experience of Interaction with a Joint Secretary

While sharing the value of their experience of interaction with a Joint Secretary, among them four viewed that their interactions to some extent brought desired output for their organisations and according to the rest two interactions achieved all desired output for the organisations.

4.30 The agenda of the item of interaction

The agenda of the item of interaction with a Joint Secretary includes development policy and sector policy, governance issues, programme or project design, monitoring, implementation and/or evaluation, performance of supported projects and programs, disbursement, pipeline of loans and technical assistance and thematic priorities, macroeconomic and sector policy issues and reform priorities, HIV and AIDS, UNDAF Action Plan, experimental research collaboration with the International Food Policy Research Institute on different social safety net transfer modalities, food security and nutrition issues, Human Rights, poverty eradication women's empowerment, peace keeping, environment, education, WATSAN, Reviewing UN events and library matters.

4.31 Respondents' General Perception about Service Delivery of a Joint Secretary

According to the opinion of the respondents the service delivery of most of the Joint Secretaries mostly positive, reasonably well and very supportive, but mixed. Most are responsive to issues and are familiar with their subject matter. However, some are also less proactive than they expected. Some seem overworked while others seem disinterested or bureaucratic or in their approach. Respondents value the willingness of Joint Secretaries to meet and discuss and their interest in their program. At times however, for major issues they need themselves to follow-up at secretary or minister levels. They further maintained that some JSs are extraordinary brilliant while others are not up to the mark. Genuine efforts are need to scale-up the quality of some officials.

Out of six respondents, two viewed that the Joint Secretaries are fully equipped with Required Skills in delivering Service while one thought about negatively. Two respondents were found uncertain about the

viewed that to be inadequate

level of skills of the Joint Secretaries. One respondent maintained that to some extent JSs are equipped with required skills but they need to serve better. It was also opined that due to frequent transfer from one ministry to the next they do not wield sufficient knowledge quickly enough in their administrative fields. Although most of the joint secretaries are intellectually sound but they lack adequate time to address an issue like HIV and AIDS. Therefore, knowledge of the subject needs to be increased. Knowledge of English is not always up to the mark. Art of public speaking is sometimes lacking.

Among the respondents three opined that the Joint Secretaries have proactive and usually pro-people attitude in discharging their Service; one thought negatively and one respondent was uncertain about the proactive and pro-people attitude of the Joint Secretaries. One viewed that to some extent JSs have proactive and pro-people attitude. They maintained that the civil servant of Bangladesh still influenced by the legacy of British rule and therefore, their attitudes are not always pro-people. Respondents suggested that JSs must have the mindset to serve the people, pay attention to the problem to be solved and pay respect to the public in general.

4.32 Respondents' experiences on their interaction with the Joint Secretaries

Despite interacted with a few truly brilliant and exceptionally qualified Joint Secretaries in ERD and Ministry of Foreign Affairs, respondents opined that Joint Secretaries are generally well educated and committed but sometimes they lack specialized knowledge and adequate experiences in the particular area, he/she is working. This hampers quick decision making and effective program/ projects implementation. Because of the rotational policy and centralized bureaucratic structure, there is also sometimes lack of belongingness and proper accountability. The incentive structure, and perceived supersession, may sometimes affect commitment. They are not properly empowered and in most cases they heavily rely on their secretaries in decision making.

4.33 Respondents' Suggestions

Respondents added some recommendations in order to make the service delivery by the Civil Servants (here Joint Secretary) more effective and efficient. These include frequent rotation of JS level officers in line ministries hampers continuity and understanding of the issues and program implementation. It needs also be ensured that officers posted in a particular ministry should have specific knowledge, training and experience in the ministry's particular functional area. If it can be ensured that there are less rotation, more empowerment and less hierarchy, more ICT based and efficient processes, more incentives and rewards and recognition for good work, more women in the civil service, the Bangladesh civil service will become even stronger. Greater exposure to training on development priorities, to gain more clarity on technical issues and international best practices will enhance the quality of their service delivery.

At times a clearer understanding of our joint loan and TA agreements, procurement guidelines and policies on gender safeguards and governance could avoid unnecessary delays and questions. Civil servants require lot of exposure to diverse development fields that exist in Bangladesh. They should be trained meaningfully both at home and abroad to develop their management skills. Language is one big barrier that many civil servants have particularly when they speak a foreign language.

Respondents further suggested that the true spirit of patriotism should be infused in them at the very beginning of their service. They should be able to do the right thing at the right time and in the right way. Punctuality is very important. They should be more confident about their duties, should take decision boldly. They should be more accountable and transparent for their responsibilities. Importantly, they must be non-biased for political affiliation.

E. RESPONSE FROM CSOs AND BUSINESS ORGANISATIONS

4.34 Responding Civil Society Organizations and Business Organisations

Opinions of the representatives of civil society organisations were also sought through a questionnaire. Twelve representatives of nine different organizations responded to the questionnaire. The organizations included four NGOS (AAB, ASK, BCAS and Odhikar), two universities (National University and IUBAT), two business organisations (Nitol Group and Oriental Enterprises) and FBCCI. The respondents interacted with those Joint Secretaries who represented the Ministry of Home, Ministry of commerce, Ministry of Finance Ministry of Industry, Export Promotion Bureau (EPB), Ministry of Foreign Affairs, Ministry of Women and Children Affairs, Directorate of Women and Children Affairs, Ministry of Ministry of Law, Justice and Parliamentary Affairs, Ministry of Health and Family Welfare, Ministry of Agriculture, Ministry of Water Resources, Ministry of Education, Local Government Engineering Department, Ministry of Food & Disaster Management, Ministry of Expatriates Welfare and Overseas Employment; and Ministry of Industries.

4.35 The Value of Respondents' Experience of Interaction with a Joint Secretary

Of 12, 10 viewed that their interaction with the Joint Secretaries to some extent brings desired output for their organisations while the rest did not respond question.

4.36 The agenda of the item of interaction

Types of issues which the respondents discussed with the Joint Secretaries in the past three months were different policy issues such as textile policy, export policy, import policy, with different ministries and departments of the government, Trade policy issues and rules, bylaws, WTO, regional and bi-lateral issues, price monitoring, human rights violation, especially by Law enforcing agencies, labor rights and problems, migrant workers issues/ problems, rights of women, Rio+20, environment and natural resource management, land management, digital Bangladesh, budgetary allocation, climate change, development Issues of the university etc.

Of 12, 11 of the respondents were not satisfied with the service delivery of the Joint Secretaries they interacted. The level of their service delivery is fairly poor, ordinary and is not prompt. Most of the respondents thought that the Joint Secretaries were not fully equipped with required information and skills in delivering the required service to their organisations. They further opined that Joint Secretaries they usually interact are not always proactive and do not show pro-people attitude in discharging their service to their organisations. Although they are usually very intelligent they need continuous and regular training on emerging issues.

4.37 Respondents' Recommendations

Representatives of CSOs and business organisations recommended that Joint Secretaries should have required knowledge on overall economy of Bangladesh, global perspective, fiscal and monitoring policy, functions of trade bodies etc. They need to have the ability to conceptualize the issue, skills in analysis and policy perception. They should have sound knowledge on burning issues and must be equipped with current statistics and information along with fluency in English. Ensuring greater exposure to training on development priorities, clarity on technical issues and international best practices, a clearer understanding of the joint loan and TA agreements, procurement guidelines and policies on gender safeguards and governance, the Bangladesh civil service will become even stronger. Respondents also suggested that the joint secretaries should have knowledge and skills on HIV and AIDS, rights-based development approach; gender; participation of grassroots people in decision making and implementation; people's needs-based programming.

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Besides, Joint Secretaries must be sensitive to everyone's opinion, be sensitive to gender perspective and proactive in engaging women in decision making. They should also be aware of grassroots realities and proactive in engaging common people in local development while delivering the service to them. They also maintained that Joint Secretaries should have positive attitudes to delivery of service for the general people and should maintain friendly behaviour with the client. They should be empathetic to client and maintain women friendly mindset (beyond patriarchal attitude). Further, they should maintain harmonious relationship with private sector and maintain the schedule of the meeting. They should be more sincere, more responsible and more accountable in order to make the service delivery more effective and efficient. They should get more pro-people training and have diversified knowledge, experience in order to achieve meaningful results for the overall development of the country. Extra ordinary effort should be taken for up-gradation of existing way of work. Experienced official should be engaged in the ministry of Commerce/Industry/ Finance including Board of Investment. Frequent transfer should be prohibited.

Summary

Six representatives of five international development organisations working in Bangladesh responded to the questionnaire. They interact with JSs regarding development policy, governance issues, project management, disbursement, pipeline of loans and technical assistance and thematic priorities, macroeconomic and sector policy issues and reform priorities, HIV and AIDS, UNDAF Action Plan, food security and nutrition issues. The participants' responses are mixed regarding the service delivery of most of the Joint Secretaries. They viewed that most of the Joint Secretaries are mostly positive, reasonably well and very supportive, but some of them are less proactive. Out of six respondents, two viewed that the Joint Secretaries are fully equipped with required skills in delivering service while two thought about negatively and two were uncertain. Language is one big barrier that many civil servants have particularly when they speak foreign language. Art of public speaking is also lacking. They are not properly empowered and in most cases they heavily rely on the secretaries in decision making. Respondents further made some recommendations in order to make the service delivery by the Civil Servants more effective and efficient. It needs be ensured that a Joint Secretary posted in a particular ministry should have specific knowledge, training and experience in the ministry's specific functional areas. Ensuring greater exposure to training on development priorities, clarity on technical issues and international best practices, a clearer understanding of the joint loan and TA agreements, procurement guidelines and policies on gender safeguards and governance, the Bangladesh civil service will become even stronger.

Response from CSOs and business organisations highlights that the service delivery of the concerned Joint Secretaries they interacted were not satisfactory. Joint Secretaries are not always proactive and do not show pro-people attitude in discharging their service to the respondents' organisations. They recommended that Joint Secretaries should have required knowledge on overall economy of Bangladesh, global perspective, fiscal and monitoring policy, functions of trade bodies and on other burning issues and must be equipped with current statistics and information along with fluency in English. Respondents further maintained that Joint Secretaries should have positive attitudes and should maintain harmonious relationship with private sector. Frequent transfer of JSs should be prohibited.

F. VALIDATION WORKSHOP

4.38 Validation Workshop-1

The study conducted two validation workshops with the participants of Senior Staff Course. The **first half-day validation workshop** on 'Rethinking the Senior Staff Course' with the participants of the 56th Senior Staff Course (SSC) was held on 17th July 2011. Twenty four participants of the course attended the workshop. The participants were divided into three groups for focus group work. The participants were divided into three groups and were asked to validate the five themes of SSC identified by previous work, carried out in cooperation with participants of earlier 54th and 55th SSCs, identify additional elements of the themes, and any new basic themes.

Respondents participants opined that all the five themes such as 'human resource', 'international linkage and relationships', 'organisation/institution', 'policy', and 'service', are so far valid for the Joint Secretaries of BCS. However, respondents further suggested incorporating few additional elements such as 'dedication and commitment', 'accountability and transparency', 'ethics and moral values', 'development of technical skill', 'experience from abroad', 'knowledge of Foreign Service', 'economic diplomacy', 'negotiation skill', 'joint venture: technology transfer' 'recognition and award', 'marketing and employment of HR', 'optimum utilization of internal resources', 'coordination: Intra/inter', 'organisational change', and 'PPP and civil society', 'policy implement effectively', 'sustainable national policy', 'adaptability with change' 'bottom-up policy', 'strategic/enduring policy', 'digitization', and 'clearing bureaucratic hurdle'.

They also recommended to incorporate two new themes such as 'best practice theme' which include 'talent hunting', 'less hierarchy more reciprocal' and 'statuary body to supervise BCS' and 'financial management theme' with the elements of 'preparation and implementation of budget', 'MTBF', 'perspective plan and five-year plan' and 'project preparation, procurement plan and implementation'. It is noteworthy to mention that all the new elements and themes were reflected later on the opinions made by the respondent Secretaries, Additional Secretaries and honorable ministers and advisor, representatives of development partners and FBCCI.

In the workshop three alternative training methods were put for consideration by the participants. They were asked to vote for the methods that could be applied in the SSC. Block of 3-4 weeks covering all core areas PLUS specified short programs of 1-2 weeks was accepted by all participants.

4.39 Validation Workshop-2

why couldn't you use spell check?

The second half-day validation workshop was conducted on 23rd April 2012 with the participants of 58th Senior Staff Course (SSC). There were 24 participants attended the workshop. The participants were given seven themes including methods of SSC identified by previous work, carried out in cooperation with participants of earlier 54th, 55th and 56th SSCs. They were asked to validate these themes, identify additional elements of the themes, and any new basic themes. The participants were divided into five groups to prepare and present answers to the five questions set for their group work. *requested*

Respondents participants opined that all the seven themes such as 'human resource', 'international linkage and relationships', 'organisation/institution', 'policy', 'service', 'project management' and 'financial management' have been identified are so far valid for the Joint Secretaries of BCS. *that were already there*

Respondents further suggested incorporating few additional elements such as 'capacity building', 'ICT', 'linguistic proficiency', 'dissemination of world best practice', 'crises management with Incident Command System (ICS)', 'current socio-political-economic and financial development', 'emerging international political/economic groups/blocs and their dynamics', 'change management', 'team building', 'decision making efficiency', 'identification of anomalies and deprivations to ensure equity', 'preparation of action plan', 'periodical implementation monitoring', 'e-governance', 'citizen charter', 'voluntary disclosure of information', 'stakeholder consultation', 'respect for the opinion of the service recipients', 'project appraisal, project scheduling, financial management of project, monitoring and evaluation, impact analysis', 'gender responsive budgeting', 'MTBF', 'district-wise budget'. *on 2*

It is important to mention here that all these elements have already been referred by the respondent Secretaries, Addl. Secretaries and Joint Secretaries participated in the survey. However, they viewed that 'monitor, evaluate, develop and maintain constructive international relationships' could be excluded from International linkage and relationship theme. *identified*

Workshop participants found that proposed basic themes could be sufficient to ensure effective senior management of the BCS. However, they also proposed that few other themes such as 'environmental and climate change', 'ICT and e-governance', 'politics and governance', 'media management/handling', 'global economic trend' and 'bureaucracy and political leadership' could be considered by BPATC. It is noteworthy to mention that these suggested themes have already been reflected in the survey findings. *considered for the* *for the course*

?? The participants (56th SSC) attended in the first validation workshop the Senior Staff Course would be divided into two different blocks- a block of 3-4 weeks to cover all core theoretical areas, and a block of 1-2 weeks to include short programme addressing the practical needs of the participants. 4 weeks – theoretical, 2 weeks external visit. At least one week should be reserved for negotiation and PPR.

Respondent participants (58th SSC) of second workshop also opined that proposed methods of SSC could be useful for the eligible participants of upcoming SSCs. Despite validating this they

recommended for 'participatory methods like MATT-2', 'role play', 'case study' and 'simulation' could be introduced. They further viewed that class-size should be limited to 20, ICT and language groups should be of 5 members.

In addition to this workshop, participants mentioned some other issues related to development of the future SSCs. They include ensure delivery of course contents to the participants at least 2 weeks before commencing the course; provision of internet facility in class room and in dorm room; invitation of resource persons from business, industry, media think tanks, academics and practitioners; course duration should be of 2 months; renaming SSC as Senior Management Course; introduction of 2-3 days attachment to Foreign Service Academy; sessions on interface between politicians and bureaucrats; overseas study tour should be within the course duration; last week of the course could be held at Dhaka RPATC facilitated by renowned competent resource persons; and arrangement of video conferencing with resource persons.

Summary of Validation workshops

The study conducted two validation workshops with the participants of Senior Staff Course. The first half-day validation workshop was attended by 24 participants of the 56th SSC and the second validation workshop was conducted with the same number of participants of 58th SSC. The first workshop validated the five themes (HR, ILR, Organisation/Institution, Policy and Service Delivery) identified by previous work, carried out in cooperation with participants of earlier 54th and 55th SSCs. This workshop also identified 'financial management' and 'best practice' theme for SSC. Furthermore, a block of 3-4 weeks covering all core areas PLUS specified short programs of 1-2 weeks was considered by all participants. The participants of the second workshop opined that all the seven themes have been identified are so far valid for the Joint Secretaries of BCS. The second workshop also validated that the Senior Staff Course would be divided into two different blocks: a block of 3-4 weeks to cover all core theoretical areas, and a block of 1-2 weeks to include short programme addressing the practical needs of the participants. At least one week should be reserved for negotiation and PPR. Participants of both workshops suggested to incorporate some elopements in the SSC curricula which were already been reflected in the survey findings. The second workshop recommended some other issues related to development of the future SSCs. They key issues include 'participatory methods like MATT-2', delivery of course contents to the participants at least 2 weeks before commencing the course; and introduction of 2-3 days attachment to Foreign Service Academy.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The main focus of the study is to identify the development needs of the Joint Secretaries of Bangladesh Civil Service in order to facilitate them with some knowledge and skills through the Senior Staff Course so that they can effectively and efficiently address the upcoming unpredictable challenges of the country. Keeping this in view, the study conducted a pilot survey with the participant Joint Secretaries attended the 54th SSC. Based on the findings of the pilot survey, the study collected opinions from a selected number of Ministers, Advisor to the Honourable Prime Minister, officials with the rank and status of Secretary and Additional Secretary to the Government, participant Joint Secretaries of 55th SSC, representatives of international organisations operating in Bangladesh and representatives of CSOs and business organisations. Opinions of the said stakeholders revealed some common tasks usually undertaken by the Joint Secretaries, key current and future priorities of the government, and required knowledge and skills for the Joint Secretaries of BCS in order to materialise those priorities. The study further observed that all of those tasks, priorities, knowledge and skills are directly linked to seven thematic clusters namely 'human resources (HR)', 'international linkage and relationships (ILR)', 'organisations/institutions (ORG)', 'policy', 'service delivery (SD)', 'project management (PM)' and 'financial management (FM)'. Finally, the study validated the findings through conducting two half-day workshops with the participants of 56th and 58th SSC respectively. Corollary findings of the study are presented below:

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5.2 FINDINGS

Opinions of the said stakeholders revealed some common tasks usually undertaken by the Joint Secretaries, key current and future priorities of the government, and required knowledge and skills for the Joint Secretaries of BCS in order to materialise those priorities. Page: 58

Analysis of the data, as it was gathered, suggested five, and then seven clusters of issues which effectively covered almost all the data collected. The seven thematic clusters are namely 'human resources (HR)', 'international linkage and relationships (ILR)', 'organisations/institutions (ORG)', 'policy', 'service delivery (SD)', 'project management (PM)' and 'financial management (FM)'. Corollary findings of the study are presented below:

??
thematic
issues
may be
clustered
in seven
groups!!

Pilot Survey (Table P1-P10)

- Pilot survey conducted with 18 senior official of 54th SSC who represented 18 different organisations.
- The respondent Joint Secretaries have experience in diversified fields which include administration, personnel management, regulatory functions, financial management and policy formulation.

P1. check the meaning

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Is this a finding? 58

R. Chell

- The most important common tasks of respondent Joint Secretaries at their offices are linked to human resource. Other tasks connected to policy, international linkage and institution, organisation/institution, financial management and project management themes.
- Current priorities and future priorities of their ministry/organisations are inclined to policy, service delivery and human resource themes. In order to address the said priorities of the government, the respondent Joint Secretaries wanted to obtain some knowledge and skills from the SSC which are mainly related to policy, service delivery, international linkage and relationship, and human resource themes.
- Respondent Joint Secretaries maintained some organisational needs which would help them to pursue government present and future priorities. These needs are mainly attached to service delivery. They further emphasised participatory process/methods of conducting the Senior Staff Course to make it an effective one.

Responses from Secretaries, Addl. Secretaries and Joint Secretaries (Table A1-A14, Table B1-B12 and Table 1-8)

- Full scale survey was participated by 20 Joint Secretaries (participants of 56th SSC). 19 Additional Secretaries and 14 Secretaries.
- Of twenty nine participants, represented seven different ministries/organisations and 11 were OSD of MoPA. Secretaries and Additional Secretaries represented 24 ministries/divisions of the government.
- Respondents Joint Secretaries have five important areas of experience that include field administration, personnel management, project management, financial management and policy formulation/drafting.
- Respondents Secretaries/Additional Secretaries are experienced with project management, personnel management, financial management, land management, policy formulation/ drafting, regulatory issues, bi-/multilateral negotiation and e-governance.
- Important routine tasks connected to human resource, organisation/institution, policy and international linkage and relationships are usually undertaken by the respondent Joint Secretaries.
- Service delivery, policy, human resource, international linkage and relationships, and organisation/institution are five key thematic areas identified as current and future priorities of the ministries/organisations. Priorities related to project management and financial management has got less importance.
- In order to materialise the current and future priorities of the government Joint Secretaries of BCS have to be equipped with thorough knowledge and skills relating to policy, service delivery, international linkage and relationships, human resource and organisation. They also need knowledge and skills of project and financial management to some extent.

Responses from Honourable Ministers/Advisors

- Two Ministers, one Deputy Minister and one Advisor to the honourable PM ^{expressed} gave their opinions on SSC. Is this a response?
- Some key current and future priority concerns of the ministries/organisations as identified by the Ministers/Advisors include ^{early} implementation of Nuclear Power Project, timely implementation of development programmes, substantial increase in the flow of FDI and domestic investment, maintaining ^{even if} fiscal discipline and stability, resource mobilization through tax reform, automation of all service delivery, accountability and fiscal transparency, and capacity building of capital market institutions. These priorities are connected to policy, human resource, financial management, project management, service delivery, international linkage and relationship, and organisation/institution theme.
- In order to address those priorities Joint Secretaries of BCS require to perform some essential tasks which include international negotiation, facilitation of foreign as well as domestic investment, analysis of the fiscal policy, preparation of budget, preparation of financial rules and regulations, implementation of development projects, strengthening external economic relations etc. The important tasks to address the government priorities are ^{again} related to financial management theme, international linkage and relationship theme, policy theme, organisational development theme, service delivery theme, and project management theme.
- The skills and knowledge required by the Joint Secretaries to deal with the current as well as future priorities can be broadly grouped under thematic areas like financial management, policy, international linkage and relationship, human resource, service delivery, project management, and organisation/institutions. Is this a response?

Response from International Development Partners, CSOs and Business Organisations

- Six representatives of five international development partners working in Bangladesh namely UNDP, ADB, UNAIDS, WFP and UNIC gave some feedback on SSC, who usually interact with the Joint Secretaries of different ministries and divisions. Is this a response?
- They interact regarding development policy, governance issues, project management, disbursement, pipeline of loans and technical assistance and thematic priorities, macroeconomic and sector policy issues and reform priorities, HIV and AIDS, UNDAF Action Plan, food security and nutrition issues, Human Rights, poverty eradication women's empowerment, peace keeping, environment, education, WATSAN, Reviewing UN events and library matters.
- According to their view, most of the Joint Secretaries are mostly positive ^{in what?} reasonably well and very supportive, but some of them are less proactive. ?
- Out of six respondents, two viewed that the Joint Secretaries are fully equipped with required skills in delivering service while two thought about negatively. Two respondents were found uncertain about the level of skills of the Joint Secretaries. ?

- In order to make the service delivery by the senior civil servants (here Joint Secretaries) more effective and efficient they should have specific knowledge, training and experience in the ministry's specific functional areas.
- They should have greater exposure to training and development priorities, clarity on technical issues and international best practices, a clearer understanding of the joint loan and TA agreements, procurement guidelines and policies on gender safeguard and governance.
- Language is one big barrier that many civil servants have particularly when they speak foreign languages. They are not properly empowered and in most cases they heavily rely on the secretaries in decision making.
- Twelve representatives of CSOs (AAB, ASK, BCAS and Odhikar) and business organisations expressed some concerned about SSC.
- Their interaction with Joint Secretaries are concerned with textile policy, export policy, import policy, trade policy, relevant rules, bylaws, WTO issues, regional and bi-lateral issues, price monitoring, human rights violation, especially by Law enforcing agencies, labor rights and problems, migrant workers issues/ problems, rights of women, Rio+20, environment and natural resource management, land management, digital Bangladesh, budgetary allocation, climate change, development Issues of the university etc.
- Of 12, 10 viewed that their interaction with the Joint Secretaries to some extent brings desired output for their organisations while the rest did not respond to the question.
- Almost none of the respondents (11 out of 12) were satisfied with the service delivery of the Joint Secretaries. The level of their service delivery is fairly poor, ordinary and is not prompt. They are not always proactive and do not show pro-people attitude in discharging their service to their organisations.
- Most of the respondents thought that the Joint Secretaries were not fully equipped with required information and skills in delivering the required service to their organisations. Joint Secretaries need to be equipped with knowledge on overall economy of Bangladesh, global perspective, fiscal and monitoring policy, functions of trade bodies etc.
- They should have sound knowledge on burning issues and must be equipped with current statistics and information along with fluency in English.
- They also maintained that Joint Secretaries should maintain harmonious relationship with private sector and maintain the given schedule of meetings. Frequent transfer should be stopped.

I understand these recommendations have been taken for the analyses in the pages for 51-52. Pl. check those pages for edit.

Validation Workshop

- The study conducted two half-day validation workshops with the participants of 56th and 58th Senior Staff Course attended by 24 Joint Secretaries in each course.
- The first workshop validated the five themes (HR, ILR, Organisation/Institution, Policy and Service Delivery) identified by previous work, carried out in cooperation with participants of earlier 54th and 55th SSCs. This workshop also indentified 'financial management' and 'best practice' theme for SSC.

- A block of 3-4 weeks covering all core areas PLUS specified short programs of 1-2 weeks was considered by the participants of first validation workshop.
- The participants of the second workshop validated all the seven themes (HR, ILR, Organisation/Institution, Policy, Service Delivery, PM and FM).
- The second workshop also validated that the SSC could be divided into two different blocks: a block of 3-4 weeks to cover all core theoretical areas, and a block of 1-2 weeks to include short programme addressing the practical needs of the participants.
- At least one week should be reserved for negotiation and PPR as viewed by second workshop participants.
- SSC could introduce 'participatory methods like MATT-2', delivery of course contents to the participants at least 2 weeks before commencing the course; and introduction of 2-3 days attachment to Foreign Service Academy.
- Foreign study tour could be organised within the course duration. As such course duration required to be increased up to 60 days.

CONCLUSIONS

The Senior Staff Course is undergoing a process of change to enable the course to take account of a rapidly changing world which, in turn, influences the pace of change for Bangladesh. These changes, plus many internal threats to the livelihoods and wellbeing of our citizens, need to be addressed more effectively. Otherwise Bangladesh's ability to provide for the safety, health and adequate quality of life of all its citizens will continue to be severely impaired. It is the Senior Civil Servants, especially the Joint Secretaries of BCS who can play the vital role in furthering development goals and ensuring services to meet citizen needs.

Remember these things were written in the text earlier!

The findings of the study shows that respondents Joint Secretaries are involved in diversified kinds of functions as they represented different ministries/organisations with diversified priorities. As such it could be realistic to address their generic needs instead of taking attempts to address their diversified needs, which is not feasible through a formal course with 45-60 days of duration. It is also important to mention that the SSC is, perhaps the last career development course for a Joint Secretary before promoted to the position of an Additional Secretary and a Secretary. Therefore, the Senior Staff Course would facilitate the Joint Secretaries to prepare themselves for the highest position in the BCS. They have to develop holistic view about development perspectives of the country with critical understanding of public policies, organisation development and human resource management, bi-/multilateral negotiation, citizen centric service delivery and development programme management and optimal use of public spending. SSC would facilitate the participants with theoretical issues BUT thrust could be given on the delivery of contents through participatory methods instead of traditional lecture methods. Each participant should also be given at least three individual assignments connected to his/her own organisational policy, service delivery and bi-/multilateral issues.

The study findings further indicates that in order to prepare themselves for the highest position in the BCS the Joint Secretaries should have command on analysis and presentation. Therefore, Joint Secretaries of BCS have to explore, exploit, experiment and explain the information required for the ministries/organisations.

RECOMMENDATIONS

In order to better assess the current and future development needs of participants of SSCs related to these issues of change the findings of the study indicates some essential knowledge and skills relating to seven basic themes which appear to be important as key focus areas of future SSC programmes. The contents/inputs and methods of delivery suggested here is important BUT not mandatory for each and ever participants of SSC. In order to make the content relevant to the participants require quick survey of on their needs and adjust it accordingly.

Pl. write in simple sentences.

Contents/inputs for Proposed Pilot Senior Staff Course

The findings of the research have maintains that learning and development needs of the study could be covered under seven thematic clusters which could be addressed through a far more practical and results-based methods instead of current methods used in conducting the SSC at BPATC. It is also important to mention that the findings of the study did not provide sufficient detail to prepare a complete course curriculum of SSC. Therefore, it will be misleading if a complete course curricula with detail process is suggested for SSC. The proposed contents/inputs are as follows:

Policy Theme

Ensuring appropriate policy formulation and implementation thereof is a critical indicator of effective governance. Achievement of policy depends on effective management and delivery of the strategies and activities that relate to each current policy. Development of a policy is essential to effectively meeting the challenges in the foreseeable future. Although politics is the primary factor in shaping both policy goals and the institutional means for gaining them, it is the Joint Secretaries who play the key role in managing effective implementation of current policies and ensuring and supporting future policy development. In this purview, following issues could be delivered to the SSC participants:

1. Understanding the process of policy formulation (Tools of Policy Analysis, Context Analysis for Policies, Policy Instruments)
2. Scenario Planning
3. Effective monitoring and evaluation of policy implementation
4. Challenges of policy implementation
5. Critical analysis of selected policies of Bangladesh

In the end each participant should write a policy brief on a certain policy issue connected his own organisations.

International Linkages And Relationships Theme

In an increasingly "globalised" economy, Bangladesh is heavily reliant on developing effective and productive strategic partnerships, plus technological, trading, social and political working arrangements

with its regional neighbours, and with many other agencies and countries. Although the political levels of Government take most of the initiatives in these areas, it is the executive levels who must work out the detailed arrangements, negotiate the "small text" of such relationships and then work to develop and maintain these relationships. Therefore the Joint Secretaries of BCS must be able to demonstrate their knowledge and skills of negotiation, effective communication, identifying and applying relevant data in negotiation situation, and preparing documents for bi-lateral/multi-lateral deals. In this respect following issues could be addressed in the SSC:

1. Globalisation, Global policy regimes and its Impact on Bangladesh
2. Essentials of Negotiation Techniques and Conflict resolution
3. Identifying and utilising appropriate information for effective negotiation
4. Negotiation and cross-cultural communication skills
5. Dealing with MOU and treaties
6. Role of senior civil servants in economic diplomacy
7. Success and failure in negotiations: Cases
8. World trade and the state of the global economy
9. Cross-border business relations and views of the energy and climate debates in Bangladesh
10. Attachment to International agencies (1day) and BSC (Foreign Service) Academy (2days)
11. Contract monitoring and Enforcement in PPPs
12. Comparative analysis of a public policy and a policy of international development organisation
13. Full day/ Two Days Simulation on Negotiation (Using cases)

Human Resources Theme

Effective human resources (HR) in government organisations and agencies are one of the key requirements for effective governance. For HR to be effective, the Joint Secretaries of BCS, must be able to demonstrate their knowledge and skills of human resource planning and development, human resource strategy and human resource functions. Following items could be considered for the SSC:

1. Human resource functions and strategy: Bangladesh Civil Service Perspectives
2. Understanding People and Managing them
3. Problems of HRM in public sector
4. Performance management for achieving results
5. Effective Public Sector Leadership: Concept and processes

Organisational Development Theme

For government organisations and agencies to function effectively the senior managers must be able to manage their organisations with the latest techniques in public sector management and the development of leadership expertise through practical exercises. Managing an organisation refers to identifying the core values and principles of the organisation, people relations, systems, and resources,

meeting the needs of both internal and external clients, and developing and maintaining the organisation. In this purview following issues could be addressed through the SSC:

1. Understanding Organisations, Leadership and Management
2. Managing Change: Cocept and process
3. Identifying and addressing development priorities of an organisation
4. Managing organisation development/ Developing OD SKills
5. Gender and organisational development
6. Effective teamwork management
7. Organisational performance mangement
8. Intra and inter ministerial coordiantion
9. Review of Rules of Business and Allocaition of Business
10. Managing Oraganisational change and reforms

Service Delivery Theme

Effective and efficient delivery of relevant services is another major requirement of effective governance. For delivery of services to be relevant, effective and efficient the Joint Secretaries must be able to demonstrate their knowledge and skills in assessing clients' needs and delivering services, maintaining standard and quality of services to ensure customer satisfaction. They will also be able to utilise ICT skills to maintain transparency and accountability in service delivery. Following issues could be considered for SSC:

1. Understanding clients' needs
2. ICT and e-Governance
3. RTI: Proactive disclosure of information
4. Oneday Citizen Visit
5. Transperancy and accountability in service delivery
6. Provision of one stop service delivery
7. Process Re-engineering for better service delevery
8. Identifying probems of service delivery in your organisation and wayout

Project Management Theme

Without effective Programme and Project Management, achieving acceptable and effective service delivery is unlikely, and achieving targets set by donor agreements becomes almost impossible. Senior civil servants must be able to demonstrate their knowledge and skills in optimising their portfolio of projects, reduce the common failures in project performance, maximise the benefits realised from projects, and ensure the continued development of the organisation by minimising the risks apprehended from projects. In this backdrop following issues could be considered in the SSC curricula:

1. Basics of project/programme management
2. Common failures in project performance
3. Techniques of critical appriciation of project papers: dealing with consultants

4. Project risks assessment
5. Monitoring and evaluation of project implementation
6. Individual Mini Project

Financial Management Theme

A well-functioning public financial-management system is critical to efficient and effective service delivery. It provides relevant and reliable financial information in a timely and consistent manner for control and accountability at all levels. It supports and reinforces other accountability systems regarding budget execution, and thus has a central place in the fight against corruption.

It is also important to a country's development because it gives assurance to citizens that their taxes are being used appropriately, to donors and lenders that the funds they provide are being spent properly, and to the private sector that there is an appropriate environment for investment and growth. Therefore, Joint Secretaries of BCS must be able to facilitate the planning and budgeting process of the public sector, assuring that public funds are being used for the intended purposes, supporting achievement of overall financial discipline and facilitating ongoing financial reforms of the country. In this respect, following issues could be delivered to the participants of SSC:

1. Public Procurement: PPA 2006 and PPR 2008
2. Basics of analysing balance of trade and balance of payment
3. Accountability and transparency in public spending
4. ~~Introducing~~ Value for Money in public sector
5. Preparation and Supervision of budget and expenditure
6. Public debt management along with loans and grants
7. Finance and banking sector reforms
8. Domestic resource mobilisation to manage fiscal deficit

Approach to Conduct the SSC

- Step One: Immediate after obtaining the nomination of the participants for SSC, a quick needs assessment of the nominated should be conducted. This task will be performed collectively by the Course Management, Curriculum Development Committee and the Research Section of the Centre.
- Step Two: On the basis of the needs assessment findings Curriculum Development Committee will prepare the curricula at least one month before the date of commencement of the course.
- Step Three: The curricula again will be sent to the nominated participants for validation. Research Section of the Centre will within one week.
- Step Four: At this Course Management will ask each and every participant to identify at least three practical and specific problems attached to their own ministry/organisation. These could be connected to thematic clusters identified from the findings of this study.

- Step Five: The first 2 weeks of the course could be dedicated to relevant theoretical inputs with exercise and presentation.
- Step Six: In the 3rd week of the course participants could be attached to the BCS (Foreign) Academy for 3 days and to different international organisations (for example, UNDP, WFP, ILO etc.) for 2 days dedicated to relevant theoretical inputs with exercise and presentation.
- Step Seven: Week 4-6 could be dedicated to address the participants practical needs connected to their own ministries/organisations. This could be connected to prepare individual project work according to the choice of the participants connected to any of seven identified thematic area. Emphasis could be given on fact findings, data analysis, report writing and presentation.

Foreign visit could be conducted within the course duration. In this regard, a Government Order (GO) could be issued by the Ministry of Public Administration one month before the commencement of the Course. Bi-lateral issues could be addressed in the foreign visit in order to make it effective. In this respect, BPATC could develop and maintain linkage with Bangladesh Mission/Embassy of the country concerned.

At least two SSC could follow the proposed contents. Contents and process of each course should follow thorough and extensive review. On the basis of results of this process a formal course curriculum of SSC along with methods could be developed.

Proposed TOR to Review Future Senior Staff Course

1. After every three SSC a TNA/DNA could be conducted in order to make the Course up-to-date. A check list/survey instrument will be developed by the Research Section of the Centre in consultation with Curriculum Development Committee.
2. A need assessment report will be prepared by the Research Section of The Centre
3. Curriculum Development Committee will modify the course curricula according to the findings of need assessment report.
4. Experiential learning methods that followed in the MATT2 workshop could be reflected in the SSC

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ANNEXURE: TABLES AND QUESTIONNAIRES

A: Tables- Joint Secretary (55th SSC)

Table A1: Present Place of Posting of the Respondents

Name of the organisation/ministry	No. of respondents	Percentage
Divisional Commissioner Office, Dhaka	1	5.0
MoPA	3	15.0
BAVS	1	5.0
Finance Division	1	5.0
ERD- MoF	1	5.0
Bangladesh Bridge authority	1	5.0
Civil Aviation Authority	1	5.0
OSD (MoPA)	11	55.0
Total	20	100.0

Table A2: Length of service as Joint Secretary

Length of service	No. of Respondents	Percentage
Up to 01 year	12	60.0
01-02 year	6	30.0
03 year and above	2	10.0
Total	20	100.0

Table A3: Strengths (field of experience) related to official duties

Field experience	No. of Respondents	Percentage
1. Project Management	9	45.0
2. Financial Management	7	35.0
3. Personnel Management	12	60.0
4. Land Management	2	10.0
5. E-governance	2	10.0
6. Regulatory issues	4	20.0
7. Bi-/Multilateral Negotiation	1	5.0
8. Policy formulation/ drafting	7	35.0
9. Field Administration	13	65.0

Multiple responses recorded

Table A4: Most Important Routine Tasks used to Perform by the Respondents

n=17

Important Routine Tasks	Theme	Sum Responses for Theme Clusters
Human Resource (9)		9
1. Personnel management (4)	HR	
2. Dealing internal and foreign training	HR	
3. Office Management	HR	
4. Contractual appointment	HR	
5. Prepare summary	HR	
6. Monitoring of INGOs performance	HR	
International Linkage and Relationships (1)		1
7. Negotiate with different stakeholders	ILR	
Organisation/Institution (3)		3
8. Organize and manage sports	ORG	
9. Conduct meetings	ORG	
10. Attend Parliamentary Standing Committee meetings	ORG	
Policy (2)		2
11. Education policy formulation (2)	Policy	
Service Delivery (1)		1
12. Work with BAVS provide health service mainly to perform sterilization	SD	
Project Management (6)		6
13. Monitor and evaluate field activities (3)	PM	
14. Manage project (3)	PM	
Financial Management (7)		7
15. Financial management (7)	FM	
OSD (Not Applicable)		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Table A5: Ministry/Organisation/Office Specific Special Tasks Perform by the Respondents

n=17

Special Tasks	Theme	Sum Responses for Theme Clusters
Human Resource (6)		6
1. Correspondence with US Embassy regarding training, agreement, request letter	HR	
2. Field visit, office mgt.	HR	
3. Inspection of local government institution	HR	
4. Yearly Evaluation of Zila Parishad	HR	
5. maintain discipline and coordinate interdepartmental work	HR	
6. Act as a Committee Secretary in Parliamentary Standing Committee	HR	
International Linkage and Relationship (3)		3
7. Negotiate with donor	ILR	
8. negotiate foreign aid with dev. Partners	ILR	
9. Conduct & coordinate Joint Economic Commission meetings with designated countries	ILR	
Organisation/Institution (8)		8
10. Manage & coordinate overseas scholarship assigned to Bangladesh	ORG	
11. Coordinate divisional birth registration task	ORG	
12. Arranging sports & games	ORG	
13. Take security measures	ORG	
14. Administration of BAVS	ORG	
15. Issue of regulatory circulars	ORG	
16. monitoring, evaluation of reports prepared by asst. directors, INGOs	ORG	
17. Preside intern ministerial meeting	ORG	
Financial Management (7)		7
18. Lease out of Inter-divisional ferry ghat of Zila Parishad	FM	
19. Evaluate tender	FM	
20. Fund release for revenue program	FM	
21. Give interpretation to financial matter	FM	
22. Preparation Budget and give opinion on arrear payment	FM	
23. fund release	FM	
24. settle audit objection	FM	
OSD –Not applicable		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Table A6: Current/short-term Priorities of the Ministry/Organisation/ Office identified by the Respondents

n=17

Current Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (5)		5
1. Skilled manpower	HR	
2. Mass awareness and training program on livestock and fisheries	HR	
3. Arranging training & competition at the grass root level	HR	
4. Opening of learning centre (LC) maintain quality training	HR	
5. Recruitment for Vacant post	HR	
International Linkage and Relationships (6)		6
6. Loan negotiation, Explore loan with less interest	ILR	
7. Profiling of dev. Partners	ILR	
8. Efficient & effective negotiation in obtaining foreign Aid	ILR	
9. Padma Multipurpose Bridge Project	ILR	
10. Elevated express way project	ILR	
Organisation/Institution (3)		3
11. Developing infrastructural for facilitating games & sports	ORG	
12. Remaking/rearranging an organogram of the office's personnel	ORG	
13. Introducing some necessary good traditional system which are not now present in the office culture	ORG	
Policy (7)		7
14. Amendment on Simplification of Pension Policy	POLICY	
15. Achieving/maintaining targeted economic growth	POLICY	
16. Formulation & updating of external economic policy	POLICY	
17. Formulating civil service act	POLICY	
18. Formulation of education policy and act	POLICY	
19. Change the education system	POLICY	
20. Introduce public exam in class VI and VII	POLICY	
Service Delivery (6)		6
21. Internet connectivity for officers	SD	
22. Digitalization and ICT	SD	
23. Reducing child mortality rate through various maternal health improvement programmes	SD	
24. Ensure education for all and quality education	SD	
25. Establish e-governance in educational institutes	SD	
26. Publish results through website	SD	
Project Management (2)		2
27. Effective monitoring of implementation of foreign funded project	PM	
28. Implement ADP Allocation	PM	
NA-OSD		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Table A7: Specific area of Knowledge (important facts, information, references etc.) Expected to Acquire by the Respondents from SSC in order to address the Current Priorities of the Government

n=20

Area of knowledge to Address Current Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (5)		5
1. Refreshers' course in UK civil service college to update knowledge	HR	5
2. Performance mgt. system	HR	
3. Delegation and devolution of power	HR	
4. Latest management system	HR	
5. In-depth Knowledge on Local government	HR	
International Linkage and Relationship (5)		5
6. Bi-lateral and multi-lateral negotiation (both skill and techniques (2)	ILR	
7. Negotiation for better mgt (2)	ILR	
8. Communicative English	ILR	
Policy (22)		22
9. Policy planning, policy brief, policy analysis (4)	Policy	
10. Development Economics	Policy	
11. Vision 2021 (2)	Policy	
12. Population control	Policy	
13. Education for all (2)	Policy	
14. Urban rural migration	Policy	
15. Land use plan and land zoning	Policy	
16. Government policies- future direction (2)	Policy	
17. Coal and Energy	Policy	
18. Public mgt reform	Policy	
19. Govt. policies (3)	Policy	
20. Environmental mgt	POLICY	
21. Population management	POLICY	
Service Delivery (12)		12
22. ICT, e-Governance, Digital Bangladesh (4)	Service Delivery	
23. Good governance (2)	Service Delivery	
24. Food security	Service Delivery	
25. NPM (4)	Service Delivery	
26. Health care & nutrition	Service Delivery	

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management.

Table A8: Specific Skills (practical ability to perform special tasks) Respondents Expect to Obtain from SSC in order to Address the Present Priorities of the Government

n=20

Skills to address Present Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (6)		6
1. Driving	HR	
2. How to solve the problem	HR	
3. Obtain skill for strengthening local government	HR	
4. Skill on in-depth reviewing of the planning program	HR	
5. How to analyze issues critically (2)	HR	
International Linkage and Relationship (12)		12
6. English language (6)	ILR	
7. Conflict management	ILR	
8. Negotiation skill (2)	ILR	
9. Interpersonal communication skill in multicultural environment	ILR	
10. How to face the challenges of globalization (2)	ILR	
Policy (5)		5
11. Policy formulation and planning (3)	POLICY	
12. Climate change adaptation programme (2)	POLICY	
Service Delivery (11)		11
13. On modern development	Service Delivery	
14. ICT and e-Governance (8)	Service Delivery	
15. Good governance	Service Delivery	
16. Digital Bangladesh	Service Delivery	
Project Management (2)		2
17. Preparation of action plan	PM	
18. Prepare action plan for the priority work	PM	
Financial Management (1)		1
19. financial mgt.	FM	

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/ Negotiation, PM= Project Management, FM=Financial Management

Table A9: Future (long-term) Priorities of the ministry/organisation/ office identified by respondents

n=17

Future Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (4)		4
1. Capacity building for Union Parishad	HR	
2. Introduce performance management system in BCS in order to ensure effective service delivery to the client	HR	
3. Capacity building of external resource mobilization	HR	
4. Strengthening field administration	HR	
International Linkage and Relationship (3)		3
5. Collect more grants than loan from donors through non conventional approach	ILR	
6. Creation of pool of aid negotiators	ILR	
7. Mass Rapid Transport, Karnaphuli Tunnel	ILR	
8. Organisation/Institution (2)		2
9. Improving the office atmosphere better than the previous	ORG	
10. Establishment of Sanctuary (Fisheries) at union level	ORG	
Policy (6)		6
11. Clustering of Ministries and Implementation of career planning for BCS	POLICY	
12. Introduce education up to class VII instead of class V	POLICY	
13. Enactment and implementation of civil service Act (2)	POLICY	
14. Maintaining eco growth (stable) and become middle income country	POLICY	
15. Formulation of foreign aid policy	POLICY	
16. Controlling population growth rate by maintaining proper family planning (in remote areas in Bangladesh)]	POLICY	
Service Delivery (5)		5
17. E-governance & e-procurement	SD	
18. Subsidy to livestock sector program	SD	
19. Expedite the LC (learning centre) programme all over the country	SD	
20. Access to micro credit and create self employment opportunities for the learners of LCs	SD	
21. Digital Bangladesh, e-governance, MDGs	SD	
Project Management (1)		
22. Formulate DPP, implement project	PM	1
OSD (4)		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management.

Table A10: Specific area of knowledge (important facts, information, references etc.) expected to acquire by the respondents from SSC in order to address the Future priorities of the government

n=20

Area of knowledge to Address future Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (2)		2
1. In-depth Knowledge on Local government	HR	
2. Information on available resource and resource constraint	HR	
International Linkage and Relationship (10)		10
3. Negotiations (3)	ILR	
4. Dealing development patterns and international agreement	ILR	
5. Globalization	ILR	
6. Bi-lateral/Multi-lateral negotiation (both skill and techniques) (3)	ILR	
7. Conflict management (2)	ILR	
Organisation/Institution (1)		1
8. Regulatory issues	ORG	
Policy (19)		19
9. Policy planning, policy brief, policy analysis (5)	POLICY	
10. Knowledge on development of fisheries and livestock sectors	POLICY	
11. Environment and disaster management (3)	POLICY	
12. Micro finance and SME	POLICY	
13. Sector vital for national development-policy issues (2)	POLICY	
14. Reform of public mgt	POLICY	
15. Reform financial system	POLICY	
16. Education policy and other policy	POLICY	
17. Preparation of Action Plan related to energy crisis	POLICY	
18. Policy formulation on rural development	POLICY	
19. Education for all, Non-formal education	POLICY	
20. Power sector	POLICY	
Service Delivery (10)		10
21. Transfer of technology	SD	
22. Intellectual property rights (IPR)	SD	
23. Effective door to door service	Service Delivery	
24. Combating corruption	Service Delivery	
25. ICT and e-governance (3)	Service Delivery	
26. Food security	Service Delivery	
27. Good governance (2)	Service Delivery	
Financial Management (1)		1
28. e-procurement	FM	

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/Negotiation, PM= Project Management, FM=Financial Management,

Table A11: Specific Skills (practical ability to perform special tasks) Respondents Expect to obtain from SSC in order to address the Future Priorities of the Government

Skills to address Future Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (4)		4
1. Avert the difficulties and to cope with the changing situation (2)	HR	
2. Analysis the problems in different angle (2)	HR	
International Linkage and Relationship (16)		16
3. PPP	ILR	16
4. Identify alternative solution	ILR	
5. Dealing development partners	ILR	
6. Handling/maintaining international agreement	ILR	
7. Handling international labor market & maintenance of remittance	ILR	
8. Negotiation skill (6)	ILR	
9. English (3)	ILR	
10. Analytical skill	ILR	
11. Interpersonal communication skill in multicultural environment	ILR	
Organisation/Institution (1)		1
12. Handling new challenges	ORG	1
Policy (8)		8
13. Anticipate future challenges	POLICY	8
14. Disaster management and climate change	POLICY	
15. Land use planning	POLICY	
16. Civil service reform	POLICY	
17. Drafting of policy paper and treaties	POLICY	
18. Public policy	POLICY	
19. Successful implementation of govt. policy (2)	POLICY	
Service Delivery (13)		13
20. Good governance	SD	
21. Dealing with poverty reduction program	SD	
22. ICT and e-Governance (8)	SD	
23. NPA/NPM , Liberal bureaucracy (2)	SD	
24. e-procurement, e-commerce	SD	
Project Management (1)		1
25. project implementation	PM	
Financial Management (1)		1
26. financial mgt	FM	

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/ Negotiation, PM= Project Management, FM=Financial Management,

Table A12: New Kinds of Task/Action Respondents Wish to Take after Participating in SSC

n=17

New Kinds of Tasks wish to Take	Theme	Sum Responses for Theme Clusters
Human Resource (5)		5
1. motivate peers/colleagues and discuss and review issues/challenges to achieve vision 2021	HR	
2. Perform assign job by applying critical thinking (2)	HR	
3. Analysis the problem	HR	
4. Mind set change of office personnel	HR	
Organisation/Institution (2)		2
5. Aware women (specially 40+ age) about health care and stress mgt. and also encourage boys and girls to take exercise (2)	ORG	2
Policy (1)		1
6. Modernizing the civil service	POLICY	1
Service Delivery (7)		7
7. Quick Service delivery to the citizen with efficient manner	SD	
8. Delivering service with transparent and responsive manner	SD	
9. ICT and e-government (4)	SD	
10. Digitization of BAVS	SD	
Project Management (7)		7
11. IAP (3)	PM	
12. initiation of poverty related project	PM	
13. Action plan to mitigate energy crisis and rural development (2)	PM	
14. Effective action plan	PM	
OSD (3)		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/ Negotiation, PM= Project Management, FM=Financial Management,

Table A13: Issues respondents wanted to change in order to make the organisation/office/ministry more effective

n=17

Issues Wanted to Change	Theme	Sum Responses for Theme Clusters
Human Resource (4)		4
1. Run Civil Aviation Authority smoothly	HR	
2. Conducting meeting effectively	HR	
3. Stop rotation system in desk level	HR	
4. Up-to-date register	HR	
Organisation/Institution (6)		6
5. Introduce corporate culture (6)	ORG	
Policy (1)		1
6. formulating new plan of action	POLICY	
Service Delivery (12)		12
7. ICT and e-Government (2)	SD	12
8. Good governance	SD	
9. Time bound service to the client (2)	SD	
10. e-Procurement	SD	
11. Change the attitude of civil servants	SD	
12. Quick procedure of filing system/file mgt. to reduce the delay in decision making	SD	
13. introduce time management	SD	
14. quality service mgt.	SD	
15. Reduce traditional paper work	SD	
16. Timely disposal of 80% letter & application received by the ministry	SD	
Project Management (3)		3
17. More field visit at the program areas	PM	
18. Monitoring and evaluation process (2)	PM	
OSD (3)		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/ Negotiation, PM= Project Management, FM=Financial Management

Table A14: Inputs/initiatives need to be incorporated in the SSC to Build Respondents' Capacity in order to address those issues related to office

Inputs need to be incorporated in the SSC	Theme	Sum Responses for Theme Clusters
Human Resource (4)		4
1. Monitoring techniques	HR	
2. Motivational strategy for development	HR	
3. car driving (2)	HR	
International Linkage and Relationship (6)		6
4. Globalization	ILR	
5. English language (2)	ILR	
6. International affairs	ILR	
7. Role of donors in our eco growth, role of consultants,	ILR	
8. Crisis management	ILR	
Organisation/Institution (5)		5
9. International days and their importance	ORG	
10. Government rules/regulations	ORG	
11. Security issues	ORG	
12. Behavioral science (2)	ORG	
Policy (5)		5
13. Local Government	POLICY	
14. Govt. policies (2)	POLICY	
15. Tourism	POLICY	
16. Management of micro-economic issues	POLICY	
Service Delivery (11)		11
17. More sessions on healthcare, diet, nutrition and stretch management (3)	SD	
18. ICT and e-government, Digital BD (2)	SD	
19. Module of patriotism (2)	SD	
20. Ethics & values	SD	
21. Change mindset (2)	SD	
22. Office automation	SD	
Financial Management (1)		1
23. e-procurement	FM	
1. More group exercise (3)		
2. Problem solving		
3. Discuss success stories (2)		
4. Individual/group work on policy decisions, different development issues and environment, land use, food security through assignment and presentation.]		
5. Practical and field visit (local/foreign)		
6. Reduce course duration		
OSD (NR=1)		

Multiple responses recorded. HR=Human Resource, ILR=International Linkage and Relationship/ Negotiation, PM= Project Management, FM=Financial Management,

B: Tables-Secretary/Addl. Secretary**TableB1: Rank of the Respondents**

Rank	Frequency	%
Secretary	14	40.63
Additional Secretary	19	69.37
Total	33	100.0

TableB2: Place of Posting of the Respondents

Place of Postings	Rank	
	Secretary (14)	Additional Secretary (19)
1. President Secretariat	1	
2. Statistical Division	1	
3. Cabinet Division	1	
4. ERD	1	
5. NBR	1	
6. Ministry of Land	1	
7. Ministry of ICT	1	
8. Ministry of Textile and Jute	1	
9. BEZA	1	
10. Power Division, M/O Power, energy and mineral resources	1	
11. Food Division Ministry of Food and Disaster Management	1	
12. M/O Women & Children Affairs	1	
13. M/O Education	1	
14. Disaster Management and Relief Division	1	
15. M/O Public Administration		8
16. M/O Agriculture		1
17. Comprehensive Disaster Management Programme (CDMP)		1
18. Economic Zone Authority (PMO)		1
19. Board of Land Reforms		1
20. M/O Finance		1
21. M/O Planning		1
22. M/O Commerce		1
23. BBS		1
24. Ministry of Information		3
	14	19

TableB3: Area of Expertise of the Respondents

Area of Expertise	Frequency	%
(1) Project Management	19	57.58
(2) Financial Management	16	48.48
(3) Personnel Management	16	48.48
(4) Land Management	13	39.39
(5) E-governance	9	27.27
(6) Regulatory issues	11	33.33
(7) Bi-/Multilateral Negotiation	9	27.27
(8) Policy formulation/ drafting	12	36.36
(9) International commerce	3	9.09
(10) Others (public procurement; career planning; mass communication; population studies; TQM; training management; training & development; media)	9	27.27

Multiple responses recorded.

TableB4: Length of Service of the Respondents at Present Rank

Length of Service at Present Rank (Year)	Rank		%
	Secretary (14)	Additional Secretary (19)	
Up to 01 Year	1	9	10 (30.30%)
1-2 years	6	5	11 (33.33%)
3 Years and above	7	5	12 (36.36%)
Total	14	19	33 (100.0)

TableB5: Common Tasks Usually Performed by a Joint Secretary (Not Ministry Specific)

HR=34, ILR=12, Organisation=24, Policy=22, Service Delivery=0, PM=8, FM=7

Common Tasks	Theme	Sum Responses for Theme Clusters
Human Resource (34)		34
1. Administrative work (3)	HR	
2. Monitoring and coordinating activities of the department including field offices (6)	HR	
3. Approving some delegated issues;	HR	
4. Supervise work of juniors including DSs (6)	HR	
5. Personnel administration & Management (3)	HR	
6. Perform other duties assigned by superior from time to time	HR	
7. Close monitoring and supervision of the activities of the subordinates with a view to get the work done	HR	
8. General Administration (3)	HR	
9. Administer all regulatory functions and welfare of Staffs;	HR	
10. Regulatory issues (3)	HR	
11. Recommending disciplinary action and disposal of files related to employee benefit	HR	
12. Career Planning	HR	
13. Training	HR	
14. Signs the ACR's of the Deputy Secretaries under the jurisdiction	HR	
15. Approve the tour diary of subordinate Deputy Secretaries	HR	
16. Undertake the overall responsibilities of the designated wing	HR	
International Linkage and Relationship (12)		12
17. Aid Negotiation;	ILR	
18. Effective communication	ILR	
19. represent the ministry represent the country/ministry in different international/regional seminars/for a (2)	ILR	
20. Coordinating in specific areas of cooperation on behalf of the government;	ILR	
21. Bi-lateral/Multilateral Negotiation & sign MOUs/Protocols (4)	ILR	
22. Organise and participate in workshops and seminars both at home and abroad	ILR	
23. Public Private Partnership	ILR	
24. Public and private media relationship	ILR	
Organisation/Institution (24)		24
25. Coordinate with all other ministries and divisions (5)	ORG	
26. Attend meeting and seminars related to IRD	ORG	
27. Decision making (3)	ORG	
28. Preparing report (3)	ORG	
29. Conducting participatory meeting to provide inputs	ORG	
30. Discussion with senior and stakeholders	ORG	
31. Preparation of questions-answers for the Prime Minister & Minister;	ORG	
32. Organizing inter-ministerial meetings (4)	ORG	
33. Maintain relationship between mass media and the state	ORG	
34. Facilitate electronic media in development (2)	ORG	
35. Organizational issues	ORG	
36. Inspection of subordinate organisations/offices	ORG	
Policy (22)		22
37. Participation in policy decision making process (2)	POLICY	
38. Policy formulation and analysis (14)	POLICY	
39. Monitoring and evaluation of policy implementation (3)	POLICY	
40. Drafting laws, rules and regulation (2)	POLICY	

Common Tasks	Theme	Sum Responses for Theme Clusters
41. Ideas generation for future planning	POLICY	
Project Management (8)		8
42. Monitor regular & development activities providing guidelines as required	PM	
43. Public Procurement- Monitoring of Development projects	PM	
44. Project monitoring, implementation programmes and evaluation success (5)	PM	
45. Development activities	PM	
Financial Management (7)		7
46. Financial Management (3)	FM	
47. Preparation and supervision of budget and expenditure;	FM	
48. Preparation of Ministry's annual budget;	FM	
49. Monitor budget and expenditure	FM	
50. Public procurement	FM	

Note: HR-Human Resource, ILR-International Linkage and Relationship, Org-Organisation/Institution, Policy-Policy, SD-Service Delivery, PM-Project Management, FM-Financial Management.

TableB6: Current Priorities of the Ministry/Organisations

HR=17, ILR=6, Organisation=21, Policy=16, Service Delivery=19, PM=3, FM=5

Current Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (17)		17
1. Visitors regulatory system;	HR	
2. ICT capacity building and skill development (2)	HR	
3. Arrange new employment opportunities	HR	
4. Produce textile technologists/expert and ensure proper textile education	HR	
5. Recruitment of BEZA	HR	
6. Capacity development	HR	
7. Procurement and recruitment of project staff	HR	
8. Moving with the team in a body	HR	
9. Equip the civil servants with necessary professional skills to face the challenges of the 21 st century	HR	
10. Career planning, promotion and placement policy scheme (2)	HR	
11. Performance appraisal system	HR	
12. HR planning and development (2)	HR	
13. Human resource development through quality education	HR	
14. Enhance female literacy rate to ensure equity and justice	HR	
International Linkage and Relationship (6)		6
15. Attract FDI	ILR	
16. Bi-/Multilateral Negotiation (2)	ILR	
17. Aid mobilization	ILR	
18. formulating MOUs and taking initiative for signing with different trade promotion organisation of the world	ILR	
19. PPP	ILR	
Organisation/Institution (21)		21
20. Strengthening capacity of BBS	ORG	
21. Event management	ORG	
22. Opening closed mills/factories	ORG	
23. Framing of Rules/Regulations for the organisation (BEZA);	ORG	
24. Establish Economic Zones under PPP or solely private initiatives;	ORG	
25. Formulation of rules of Economic Zone Authority	ORG	
26. Formulation of regulating of BEZA;	ORG	
27. formulation of recruitment rule of BEZA;	ORG	
28. Enhancing Tax compliance	ORG	
29. Coordination of inter-ministerial matters	ORG	
30. Capacity building and skill development (2)	ORG	
31. Digitization of Maps (2)	ORG	
32. Understanding the best practices from regional and international practices	ORG	
33. Strengthening trading corporation of BD	ORG	
34. Digitization of the Ministry	ORG	
35. Enhancing food stock and preservation capacity	ORG	
36. Make functioning a smooth Public Food Distribution System (PFDS)	ORG	
37. Importance of print media and electronic media in modern society	ORG	
38. Role of national TV and Radio	ORG	
Policy (16)		16
39. Administrative Reforms (2)	POLICY	
40. Maintaining Fiscal & macroeconomic stability	POLICY	
41. Achieve higher level of growth & eliminate poverty	POLICY	

Current Priorities	Theme	Sum Responses for Theme Clusters
42. Execution of land use plan	POLICY	
43. Develop regulatory framework	POLICY	
44. Prepare policy paper	POLICY	
45. Formulate and review the export policy of the govt.	POLICY	
46. Selecting and developing commodities for export	POLICY	
47. Proper and dynamic Civil Service Act	POLICY	
48. Violence Against Women	POLICY	
49. Formulation of import and export policies as the current import and export policies will expire in June, 2012	POLICY	
50. Amendment of the Companies Act, 1994, Trade organization Ordinance 1986, Societies Registration Act., Trading Corporation of BD order 1972	POLICY	
51. Drafting of new laws, e.g. competition law, Direct Sales (MLM) Law etc.;	POLICY	
52. Planning	POLICY	
53. Implementation of National Education Policy 2010	POLICY	
Service Delivery (19)		19
54. Maintain production of timely quality statistics to cater the immediate need of policy formulation and monitoring the progress of all development activities of the government (2)	SD	
55. File tracking system;	SD	
56. Ensure highest use of jute and jute products	SD	
57. Allocation of public resources in accordance to government priorities	SD	
58. Simplification of land management system	SD	
59. Create an environment for sustainable growth of agriculture for reducing poverty and ensuring food security	SD	
60. Coping with price escalation for land acquisition and tendered amount resulting in delays in implementation	SD	
61. Help the business community to achieve export target	SD	
62. Introduce ICT and E-governance (3)	SD	
63. Stabilization of market prices of essential commodities	SD	
64. Maintain sufficient food stock countrywide to ensure food security;	SD	
65. Maintain stable food price and ensure fair price to growers/farmers;	SD	
66. Implementation of RTI Act 2009 at grass root level public offices (2)	SD	
67. Ensure the free flow of information	SD	
68. Ensure freedom of press especially newly developed electronic media and community radio	SD	
Project Management (3)		3
69. Monitoring of development projects particularly aided project	PM	
70. Project designing, monitoring and evaluation (2)	PM	
Financial Management (5)		5
71. Implementing MTBF;	FM	
72. Procurement of BEZA	FM	
73. Improve quality of public spending	FM	
74. Ensure accountability & transparency in public financial management	FM	
75. Innovative financing	FM	

TableB7: Important Tasks Required to Address Current Priorities of the Ministry/Organisations

HR=17, ILR=6, Organisation=27, Policy=16, Service Delivery=10, PM=2, FM=2

Important Tasks to Address Current Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (17)		17
1. Monitor, coordinate and guide BBS works;	HR	
2. Supervise the programmes taken up to strengthening capacity of BBS personal	HR	
3. ICT skill development to ensure industry worthy manpower	HR	
4. General administration and related function;	HR	
5. Recruitment and procurement of manpower and equipment of BEZA	HR	
6. Recruitment and training of civil servants (2)	HR	
7. Career planning for the cadre officers (2)	HR	
8. Guide and supervise the juniors (4)	HR	
9. Utilizing HR	HR	
10. Introduce Performance based evaluation system, Annual Performance Report	HR	
11. Promotion and Posting Policy	HR	
12. Effective coordination with strong commitment and time-bound action plan for achieving expected goal	HR	
International Linkage and Relationship (6)		6
13. Take different steps to attract FDI	ILR	
14. Aid negotiation	ILR	
15. Tripartite review meeting (ERD, line monitors, development partners)	ILR	
16. To explore international food grain markets to make effective plan to procure food grains and also international procurement from growers;	ILR	
17. Development of relationship between private and public media	ILR	
18. Negotiation	ILR	
Organisation/Institution (27)		27
19. Supervise and provide guidelines for overall data management	ORG	
20. Rules and regulation of BEZA;	ORG	
21. Identifying problems areas in administration.	ORG	
22. Developing measure to address administrative problems	ORG	
23. Create a rich data base computable to international standard (2)	ORG	
24. Inspection/ direction/ monitoring and supervision (4)	ORG	
25. Importance of state owned TV & Radio and Private TV and Radio in nation building	ORG	
26. Responsibility of journalist	ORG	
27. Finalize the Regulations framed under Bangladesh Economic Zones Authority Act, 2010	ORG	
28. Follow the rules, regulations, procedures & related instructions	ORG	
29. Strengthening intra-Inter ministerial coordination (4)	ORG	
30. Problem solving decision (2)	ORG	
31. Prepare concrete and acceptable proposal (2)	ORG	
32. Working on the identifying and developing products	ORG	
33. Automation of PACC	ORG	
34. Help TCB build up buffer stock of essential commodities and TCB timely and effectively to intervene in the market when necessary	ORG	
35. Expedite the on-going digitization programme.	ORG	
36. Conduct meeting	ORG	
Policy (16)		16
37. Policy formulation and related function (4)	POLICY	
38. Consulting ministries for their suggestions in administration reform (3)	POLICY	

Important Tasks to Address Current Priorities	Theme	Sum Responses for Theme Clusters
39. Understanding of the trends & intricacies in the areas of priorities	POLICY	
40. Objective analysis of the issues and suggest appropriate course of action	POLICY	
41. Identify the priorities; agenda setting (2)	POLICY	
42. Identifying hurdles and obstacles in exporting commodities;	POLICY	
43. Working for ways and means to achieve the export target;	POLICY	
44. Updating laws/rules;	POLICY	
45. Complete the necessary requirement like holding stakeholders' meeting and exchange of views and seeking opinions to finalize the draft of the new Import and Export Policies to be effective from July, 2012	POLICY	
46. Complete the draft of the proposed amendment of the Companies Act, Trade Organization Ordinance, Societies Registration Act, Trading Corporation of Bangladesh Order and draft the new Competition Law and Direct Sale (MLM) Law;	POLICY	
Service Delivery (10)		10
47. ICT and e-governance (2)	SD	
48. Eliminate cruelty to women	SD	
49. Ascertain the annual need, domestic production and ensure the import of the essential commodities to keep the supply chain uninterrupted and market prices stable	SD	
50. Monitor the market prices of the essential commodities closely and regularly	SD	
51. Ensure fair price of food grains for low income group of people and make plan to Open Market Sale (OMS) and Fair Price Cards	SD	
52. Digitization of all documents/records	SD	
53. Data base of all <i>Sirat Mohals</i>	SD	
54. Deliver works systematically;	SD	
55. Ensure transparency in day-to-day activities	SD	
Project Management (2)		2
56. Ensure proper and timely implementation of priority projects relating to food security and food stock;	PM	
57. Monitoring and evaluation of project	PM	
Financial Management (2)		2
58. Monitor budget and expenditure	FM	
59. Conduct some procurement of the Authority	FM	

TableB8: Important KNOWLEDGE Required to Address Current Priorities of the Ministry/Organisations

HR=13, ILR=21, Organisation=21, Policy=30, Service Delivery=10, PM=12, FM=11

Required Knowledge to Address Current Priorities	Issue/Theme	Sum Responses for Theme Clusters
Human Resource (13)		13
1. Basic knowledge about manners	HR	
2. Administration and Management	HR	
3. Current trends in public administration and governance	HR	
4. Managing and adapting change	HR	
5. Process to be followed for recruitment of manpower	HR	
6. Personnel Management	HR	
7. Analytical ability in administration issues	HR	
8. Leadership skill (2);	HR	
9. Managing reforms	HR	
10. Human resources management and process re-engineering	HR	
11. New methods of administration	HR	
12. New public management	HR	
International Linkage and Relationship (21)		21
13. Global Economy and Globalization (2)	ILR	
14. Environmental Economics	ILR	
15. External economic policies	ILR	
16. Aid negotiation	ILR	
17. Four skills in English language	ILR	
18. Regional cooperation	ILR	
19. Bi-Multilateral Negotiation (4)	ILR	
20. International trade	ILR	
21. Changing economic and commercial scenario of the world	ILR	
22. General concept on the issues how the WTO works	ILR	
23. Relevant global information including current issues	ILR	
24. Knowing development partners	ILR	
25. Knowledge of international food grain market and the market mechanism	ILR	
26. Public Private Partnership (4)	ILR	
Organisation/Institution (21)		21
27. Ethics	ORG	
28. Knowledge about basic statistics	ORG	
29. Knowledge on the basic rules, regulation, procedures of the government (3)	ORG	
30. Monitoring capacity,	ORG	
31. Guidelines, procedures, model concession agreements (for BEZA)	ORG	
32. Knowledge about Rules of Business (6)	ORG	
33. Allocation of business (3)	ORG	
34. Secretariat instruction (3)	ORG	
35. Role of mass media in national development	ORG	
36. Relationship between mass media and transparency	ORG	
Policy (30)		30
37. Public policy issues and public asset management (4)	POLICY	
38. Process to be followed for formulation of rules and regulation	POLICY	
39. Policy formulation and drafting, policy analysis (6)	POLICY	
40. Global administrative reform initiatives	POLICY	
41. knowledge on all the strategic & plan documents of Bangladesh such as MTBF, 6 th Five year plan, MDGs, etc;	POLICY	
42. Knowledge on the key issues & strategies for sustained growth of Bangladesh	POLICY	

Required Knowledge to Address Current Priorities	Issue/Theme	Sum Responses for Theme Clusters
43. Land mgt history, practices and issues;	POLICY	
44. Best practices on land mgt elsewhere	POLICY	
45. Constitution (3)	POLICY	
46. National agricultural policy	POLICY	
47. Development context; priorities; govt.'s focus area	POLICY	
48. Present trends and future direction of socio-economic development	POLICY	
49. Export basket of the country	POLICY	
50. The transition from a primary product based export to a secondary product based export basket	POLICY	
51. Relevant Laws & regulation related to VAW	POLICY	
52. Knowledge in market economy	POLICY	
53. Revenue laws and corporate laws of both home and abroad	POLICY	
54. National food policy;	POLICY	
55. The National Food Policy Plan of Action	POLICY	
56. The Bangladesh Country Investment Pla;	POLICY	
Service Delivery (10)		10
57. ICT and e-government (6)	SD	
58. ICT management and development	SD	
59. Issues of good governance	SD	
60. Role of news paper to ensure accountability	SD	
61. Role of mass media in development	SD	
Project Management (12)		12
62. Project management (8)	PM	
63. Knowledge on preparing DPP/TAPP	PM	
64. Develop a critical appreciation of the papers submitted by consultants	PM	
65. Techniques and skills needed to appreciate and analyse social impact assessment, evaluation techniques	PM	
66. Knowledge of preparing project concepts plans related to food security and food stock;	PM	
Financial Management (11)		11
67. Public finance	FM	
68. Overall budget and specific for the ministry including MTBF	FM	
69. PPA 2006 and PPR 2008 (2)	FM	
70. Financial Management (3)	FM	
71. Public procurement procedure (4)	FM	

TableB9: Required Skills to perform the Tasks related to Current Priorities of the Ministry/Organisations

HR=13, ILR=39, Organisation=24, Policy=11, Service Delivery=18, PM=6, FM=5

Required Skills to Address Current Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (13)		13
1. Personnel management for implementation of government goals and objectives	HR	
2. Able to identify strategic objectives, goals and indicators to manage performance	HR	
3. Training skills	HR	
4. Leadership skill (3)	HR	
5. Team building (2)	HR	
6. Motivation	HR	
7. Working in stress	HR	
8. How to recruit personnel	HR	
9. Management skill	HR	
10. Change management	HR	
International Linkage and Relationship (39)		39
11. Presentation skill in English (6) and Bangla	ILR	
12. Negotiation Skills (13)	ILR	
13. Communication skills (4)	ILR	
14. Bi-/Multilateral Negotiation (4)	ILR	
15. WTO (3)	ILR	
16. Drafting, preparing position paper	ILR	
17. Data processing, presentation and analysis techniques (6)	ILR	
18. Skill of conducting meeting, workshops, seminars at inter-ministerial, national and international forums;	ILR	
19. Skills of negotiation with foreign counterparts in aspect of G to G procurement;	ILR	
Organisation/Institution (24)		24
20. Correct decision making skills (2)	ORG	
21. ICT development management	ORG	
22. Clear knowledge and understanding of Guidelines. procedures, model concession agreements (on BEZA)	ORG	
23. Skills on guiding implementation of administrative matters	ORG	
24. Coordination skills	ORG	
25. Skill on writing analytical report (5)	ORG	
26. Statistical analytical techniques	ORG	
27. Conducting meeting	ORG	
28. See things from different dimension, consequences, costing (including non-financial)	ORG	
29. Write Report and present data in a systematic manner	ORG	
30. Prepare short summary/executive summary (2)	ORG	
31. Total Quality Management skill	ORG	
32. Creativity	ORG	
33. Supervision	ORG	
34. Relationship between mass media and law and order situation	ORG	
35. Administrative	ORG	
36. Well informed regarding the press/media etc which help concerned in the official work	ORG	
37. Legal	ORG	
Policy (11)		11
38. ICT policy formulation and implementation	POLICY	
39. Policy formulation/ implementation/ monitoring and evaluation skills (4)	POLICY	
40. Innovation of new techniques for land mgt	POLICY	
41. Analyzing and selecting priority areas	POLICY	

Required Skills to Address Current Priorities	Theme	Sum Responses for Theme Clusters
42. Recent International obligations	POLICY	
43. Skill of Drafting laws, rules and regulation (2)	POLICY	
44. Skills of planning and prediction of volatile international food grain market;	POLICY	
Service Delivery (18)		18
45. ICT and e-Governance (13)	SD	
46. Quick decision making	SD	
47. Speedy drafting of important letters	SD	
48. Behavioral skill	SD	
49. Good governance	SD	
50. Mass media and national development	SD	
Project Management (6)		6
51. Project management	PM	
52. Preparation of project proposals	PM	
53. Project doc. analysis, SIA techniques	PM	
54. Project impact analysis techniques	PM	
55. Project evaluation techniques	PM	
56. Supervise priority projects related to food security;	PM	
Financial Management (5)		5
57. Public accounts management skills	FM	
58. Clear knowledge and understanding of PPA 2006 and PPR 2008 (2)	FM	
59. Procure equipment	FM	
60. Financial management	FM	

TableB10: Future Priorities of the Ministry/Organisations

HR=6, ILR=12, Organisation=10, Policy=24, Service Delivery=26, PM=4, FM=3

Future Priorities	Theme	Sum Responses for Theme Clusters
Human Resources (5)		5
1. Ensure supply of quality textile technologists according to exact need	HR	
2. Change management and reform;	HR	
3. Merit-base appointment in the civil service	HR	
4. Prepare the civil servants to take the challenges and materialize the targets set in vision 2021	HR	
5. HR Planning	HR	
6. Comprehensive training programme for teachers to ensure quality education	HR	
International Linkage and Relationship (12)		12
7. Public-Private Partnership (3)	ILR	
8. Mobilization of resources from multiples sources	ILR	
9. Successful negotiation and implementation of PPP projects	ILR	
10. Securing continuous growth rate of export	ILR	
11. Diversification of export basket (2)	ILR	
12. Diversification of market	ILR	
13. Keeping close look on WTO moves and new market access for the country	ILR	
14. Explore the food exporting countries to streamline food import and maintain buffer stock of food grain;	ILR	
15. International negotiation	ILR	
Organisation/Institution (10)		10
16. Set up a powerful modern statistical system in the country	ORG	
17. Establishment of a rich electronic data source	ORG	
18. Implementation of new organogram of BBS	ORG	
19. Capacity Building of BBS	ORG	
20. Establish Economic Zones in the country	ORG	
21. Manage, develop and operate Economic Zones	ORG	
22. Ensure labour welfare in the Economic Zones	ORG	
23. Establishment of Special Economic Zones in different parts of the country	ORG	
24. Strengthening of local govt.	ORG	
25. Development of laws and order etc/vigilant press/media	ORG	
Policy (24)		24
26. Enhance use of jute & jute products in both internal and external market	POLICY	
27. Increasing domestic revenue mobilization;	POLICY	
28. Administrative reform	POLICY	
29. Clustering of Ministries	POLICY	
30. Review the policies and updating the policies	POLICY	
31. NRB (Non-Resident Bangladeshis) export (macro-economic stability)	POLICY	
32. Civil service Act.	POLICY	
33. Resource mobilization	POLICY	
34. Give a policy direction to higher authority	POLICY	
35. Social & Economic women empowerment, their safety & right	POLICY	
36. Formulate appropriate and comprehensive trade policies to safeguard and develop domestic industry	POLICY	
37. Ensure, maintain a stock of 25 lac MT of food grains throughout the country;	POLICY	
38. Ensuring social safety nets which are crucial for alleviating food insecurity in short term as well as providing a foundation for long term development;	POLICY	
39. Mainstreaming gender in economic development	POLICY	

Future Priorities	Theme	Sum Responses for Theme Clusters
40. Facing the challenges of climate change in Bangladesh	POLICY	
41. IT policy of Bangladesh	POLICY	
42. Elimination of poverty so, publicity of agriculture	POLICY	
43. Development in power-sector/proper use of electricity (3)	POLICY	
44. Development in gas-sector/proper use of gas	POLICY	
45. Extension of primary level from V to VIII and secondary level from X to XII	POLICY	
46. Bifurcation/decentralization of Directorate of Secondary and Higher Education	POLICY	
47. Establishment of Directorate of Madrasha Education	POLICY	
Service Delivery (26)		26
48. ICT and e-Governance (4)	SD	
49. Decision making online	SD	
50. Cloud computing	SD	
51. Cyber security	SD	
52. To establish one stop services for the all stakeholders of Economic Zones	SD	
53. Automation of Tax process	SD	
54. Good Governance (4)	SD	
55. Performance based service delivery	SD	
56. Eliminate poverty & ensure basic need of the citizens (2)	SD	
57. Digitization of land records/Maps	SD	
58. Implementation of land use plan	SD	
59. Sustainable growth of agriculture for reducing poverty and ensuring food security	SD	
60. Removing inequalities	SD	
61. Improved service delivery	SD	
62. Given the current trend and challenges of governance, maintaining a positive posture, easing the problems of service delivery	SD	
63. Foreseeing of the key deliverables will be important;	SD	
64. Communication sectors	SD	
65. Ensure rule of law and accountability in society	SD	
66. Eradication of corruption	SD	
Project Management (4)		4
67. Capacity building in project management;	PM	
68. Development of result framework for development projects	PM	
69. National projects that have been taken by the government, assess those projects, and recommend for financing	PM	
70. Continuation of the project taken by the ministry	PM	
Financial Management (3)		3
71. Accelerating inclusive growth & maintaining macro-fiscal stability	FM	
72. Mobilization of more domestic revenue and bringing down fiscal deficit	FM	
73. Efficient management of public debt and maintaining debt sustainability	FM	

TableB11: Required Knowledge to Perform the Tasks related to Future Priorities of the Ministry/Organisations

HR=9, ILR=10, Organisation=9, Policy=34, Service Delivery=10, PM=6, FM=2

Required Knowledge to Address the Future Priorities	Issue/Theme	Sum Responses for Theme Clusters
Human Resource (9)		9
1. Advanced knowledge in public sector governance, corporate governance and private sector governance	HR	
2. Initiate change, managing change adapting change for continuous improvement(2)	HR	
3. Good practices on good governance from within and outside the country	HR	
4. Time management	HR	
5. Networking (linkage with 360°) Stakeholder	HR	
6. Corporate sector of the country,	HR	
7. Need Assessment of organization and individual worker	HR	
8. Smooth handling of press/media	HR	
International Linkage and Relationship (10)		10
9. Negotiation	ILR	
10. Presentation	ILR	
11. Aid negotiation	ILR	
12. Scope with challenges and keep track of externalities and outside environment	ILR	
13. Working knowledge on WTO provision and facilities Bangladesh is enjoying as an LDC (2)	ILR	
14. Steps to be taken for diversification of product and markets	ILR	
15. Globalization (2)	ILR	
16. Economic diplomacy	ILR	
Organisation/Institution (9)		9
17. Making a good decision	ORG	
18. Rules of Business	ORG	
19. Decision making on line	ORG	
20. Specific knowledge about related rules and regulations (relevant to Bangladesh Economic Zones Authority Act 2010)	ORG	
21. Functioning of Economic Zones	ORG	
22. Strengthen of democratic setting by civil servants	ORG	
23. Knowledge on Acts, rules and regulations (2)	ORG	
24. Coordination	ORG	
Policy (34)		34
25. National Statistical System of Bangladesh	POLICY	
26. Introduction of NSDS (National Strategy for the Development of Statistics) of neighboring countries	POLICY	
27. Understanding economic analysis of policy decision	POLICY	
28. National Policy Making (3)	POLICY	
29. Experience of other government on administrative reform;	POLICY	
30. External economic policies	POLICY	
31. Growth and development models-theories and examples	POLICY	
32. Possible strategies for sustained growth of Bangladesh	POLICY	
33. A well-coordinated plan for the rapid development of good governance	POLICY	
34. Forecasting emerging issues and challenges	POLICY	
35. Conceptual knowledge of priority issues general and respective subjects	POLICY	
36. Global economic-political trends	POLICY	
37. Conceive to prepare the strategic objectives and make a strategic plan	POLICY	
38. Export scenario of Bangladesh and its future	POLICY	
39. Priority areas for Bangladesh trade	POLICY	

Required Knowledge to Address the Future Priorities	Issue/Theme	Sum Responses for Theme Clusters
40. Disaster management and sustainable development (2)	POLICY	
41. Global warming	POLICY	
42. MDG	POLICY	
43. PRSP; five year plan	POLICY	
44. How to implement the govt. policies and decisions	POLICY	
45. Initiate and address reforms activities (2)	POLICY	
46. Implementation process to accommodate national and international target in the area of women & child development	POLICY	
47. Understanding the country's economy, trade and commerce (2)	POLICY	
48. Import and export trends of the country	POLICY	
49. Knowledge of climate change/environment issues; (2)	POLICY	
50. Knowledge of regional water crisis hamper food security;	POLICY	
51. Feeding a hotter, more crowded planet: Bangladesh needs to feed 250 million people within a decade- knowledge to face the challenge;	POLICY	
52. International price volatility affecting domestic economies and food security: knowledge to overcome the situation	POLICY	
Service Delivery (10)		10
53. ICT and E-governance (7)	SD	
54. Identify the challenges, requirements of resources and make a plan how that could be catered	SD	
55. E-government and global trends	SD	
56. How to provide better service to the stakeholders	SD	
Project Management (6)		6
57. Viability of economic zones;	PM	
58. Project Management/Risk Management (3)	PM	
59. Project development and implementation	PM	
60. Skilled in promoting government development programme	PM	
Financial Management (2)		2
61. Financial Management	FM	
62. Public procurement	FM	

TableB12: Required Skills to perform the Tasks related to Future Priorities of the Ministry/Organisations

HR=12, ILR=34, Organisation=16, Policy=16, Service Delivery=23, PM=4, FM=3

Required Skills to Address Future Priorities	Theme	Sum Responses for Theme Clusters
Human Resource (12)		12
1. Skill to perform	HR	
2. Management skill (3)	HR	
3. Performance based evaluation skills;	HR	
4. leadership (2)	HR	
5. Time management	HR	
6. Motivation	HR	
7. Creativity	HR	
8. working in stress	HR	
9. identifying issues and ways to resolve	HR	
International Linkage and Relationship (34)		34
10. Presentation skill (2)	ILR	
11. Statistical tools & techniques	ILR	
12. Negotiation skills on global issues such as climate change.	ILR	
13. Analytical skills (2)	ILR	
14. Making global partnership	ILR	
15. Proper use of information	ILR	
16. Skills to provide updated information, data processing and analyzing	ILR	
17. Preparing cases for WTO or partner countries trade bodies for asking for getting due benefits	ILR	
18. Analyzing positive and negative points for processing country position	ILR	
19. Ability to represent ministry outside	ILR	
20. Bi-/Multilateral Negotiation with development partners (16)	ILR	
21. Skill of bilateral and multilateral trade agreements (2)	ILR	
22. Speaking in English (2)	ILR	
23. Skill of negotiation with counterparts, in the context of world food grain market and regional water sharing	ILR	
24. Skills for negotiating with private business enterprises and harness their potential	ILR	
Organisation (16)		16
25. Decision making skill 3)	ORG	
26. Decision making on line	ORG	
27. Understanding on Rules of business/Allocation of Business	ORG	
28. Comparison to find the gaps and corrective actions to meet the gaps	ORG	
29. Skills to organize and implement large events of a ministry	ORG	
30. Skills for effective supervision and monitoring	ORG	
31. Writing skills etc	ORG	
32. Coordination and supervision (4)	ORG	
33. Reporting skills	ORG	
34. Team building (2)	ORG	
Policy (16)		16
35. Policy formulation/ implementation/monitoring and policy evaluation skill (8)	POLICY	
36. Skill in setting strategies	POLICY	
37. Able to provide policy input and guidance to Secretary and ministers	POLICY	
38. Develop a holistic approach to the developmental issues of government in a multi-sectoral way	POLICY	
39. Process re-engineering	POLICY	
40. Global warming	POLICY	

Required Skills to Address Future Priorities	Theme	Sum Responses for Theme Clusters
41. Skill of formulating trade policies;	POLICY	
42. Skill of writing reports on trade related matters	POLICY	
43. Skill of drafting trade laws, rule and regulations	POLICY	
Service Delivery (23)		23
44. ICT and E-governance (15)	SD	
45. Assessment of needs;	SD	
46. internalization of people's expectation or concern	SD	
47. develop skills and knowledge to become trustworthy to citizens and service seekers	SD	
48. productive engagement with key stakeholders' providing information proactively and manage media to affect any negative image	SD	
49. skills need to improve service delivery and give necessary direction	SD	
50. Citizen-charter for provide better service	SD	
51. Combat corruption (2)	SD	
Project Management (4)		4
52. Understanding viability;	PM	
53. Improved skill in implementing projects such as: CBA, CPM, PART etc	PM	
54. Project management (2)	PM	
Financial Management (3)		3
55. Procurement laws and procedures	FM	
56. Basic skills for analyzing balance of trade and balance of payment	FM	
57. Analyzing opportunity costs of products for export fixing priority	FM	

C: Tables- Ministers/Advisors

Table M1: Current operational priorities of the ministries/organisations identified by the respondents

Ministry/ Organisation	Priority Issue	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Early implementation of Roop pur Power Project	POLICY	HR=2 ORG=1 POLICY=2 SD=1 PM=1
	2. Timely and meaningful implementation of ADP	PM	
	3. Coordinating and conducting R&D activities in different field of Science	HR ORG	
	4. Use of nuclear technology in health sector	Policy SD	
	5. Popularizing Science among the younger generation through scientific exhibition, film show etc	HR	
BOI	6. Substantial increase in the flow of Foreign Direct Investment particularly in Power, Energy, physical infrastructure, communication, Science and Technology, ICT and Industry	ILR	ILR=1 PM=1 FM=1
	7. Concomitant increase in domestic investment is also a very important factor	FM	
	8. Timely implementation of development projects and programmes should also be adequately focused.	PM	
M/O FINANCE	9. Maintaining financial discipline and sound macroeconomic management;	FM	ILR=1 POLICY=2 FM=2
	10. Ensuring fiscal sustainability;	FM	
	11. Adequate resource mobilization through tax reform implementation (tax laws and tax administration, modernization of NBR);	POLICY	
	12. Effective aid coordination;	ILR	
	13. Financial sector reforms (strengthening the banking system, insurance sector and capital market) are some of the current priority areas of Ministry of Finance that have a bearing on the attainment of overall National priorities and goals.	POLICY	

TableM2: Important tasks required to be performed by a Joint Secretary in order to address the current operational priorities

Ministry/ Organisation	Required Tasks	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Effective coordination	ORG	HR=1 ILR=1 ORG=1
	2. win-win negotiation with the development partners	ILR	
	3. Managerial Work	HR	
BOI	4. Facilitation of Investment and provision of services,	SD	HR=1 ILR=1 ORG=1 SD=3 FM=1
	5. Supervision of regional Offices of the BOI,	HR	
	6. Registration of domestic and foreign and domestic investment	FM	
	7. Authorization of Branch	ORG	
	8. Liaison with Representative offices of the major transnational companies of the world	ILR	
	9. Provision of one stop services to the clients and	SD	
	10. Overall investment facilitation	SD	
M/O FINANCE	11. Preparation and analysis of the fiscal policy of the government and macroeconomic management;	POLICY	HR= 4 ILR=9 ORG=3 Policy=9 SD=2 FM=10
	12. Research and analysis on economic policy and collection of relevant information and data, publication of Economic Review, Economic Analysis of Budget and various reports;	POLICY	
	13. Conducting matters related to financing of programmes and , audit and accounts;	FM	
	14. Preparation of budget, appropriation, re-appropriation and examination and approval of budget proposals of autonomous bodies/corporations through appropriate monitoring of activities thereby;	FM	
	15. Preparation of financial rules and regulations and issuing necessary orders/instructions related to pay scale/pay fixation, leave, pension/gratuity, retirement benefits, travel allowance, general provident fund and other relevant financial matters;	FM	
	16. Communication with the World Bank, the Asian Development Bank, and other bilateral and multilateral development partners and donor organisations and matters related with IMF;	ILR	
	17. Conducting matters related to treasury and public debt management along with loans and grants;	FM	
	18. Examination proposals for the creation of new posts and expenditure,	HR	
	19. establishing fiscal discipline and accountability and ensuring value for money through expenditure control and advice on financial regulations and cost effective organisation structures;	FM	
	20. Spearheading and implementing Public Financial Management (PFM) reforms.	FM	
	21. Formulating, reviewing laws, rules and regulations in connection with the imposition and collection of direct and indirect taxes;	POLICY	
	22. Monitoring and controlling activities of the offices engaged in the collection of value added tax, import-export duty, supplementary duty and income tax;	FM	
	23. preparing revenue budget, and entering into agreements with international organisations and other countries relating to general assistance, loan and grant, and taxation;	POLICY ILR	
	24. Identifying areas and fixing the scope and gamut relating to direct and indirect taxes, and tapping new taxpayers and collecting taxes through motivating people for voluntary compliance;	ORG SD	

Ministry/ Organisation	Required Tasks	Thematic Area	Sum responses for the theme
	25. Managing the entire gamut of administrative functions of officers and staff of customs, excise and tax departments and the National Saving Directorate;	HR	
	26. Carry out functions related to printing and supply of all types of stamps, and formulating policies and approving activities for lotteries;	POLICY	
	27. Collection of disputed revenues by resolving tax and VAT litigations	FM	
	28. Formulating and implementing policies for National Savings Schemes	POLICY	
	29. Assessment, mobilization, negotiation, review and monitoring of foreign aid as well as allocations of all external resources for implementation of development projects included in the Annual Development Programme (A.D.P)	ILR	
	30. Foreign debt management including debt profiling and budgeting, debt servicing and maintaining accounts thereof	ILR	
	31. Arrangements of annual meetings of the Bangladesh Development Forum (BDF) and monitoring follow-up actions. Managing also regular meetings with the World Bank, ADB, IDB and other multilateral and bilateral development partners and monitor implementation of decisions	ILR	
	32. Strengthening external economic relations with international development organizations/agencies	ILR	
	33. Facilitating various types of international agreements involving financial economic and technical co-operation: Joint Commission (J.C.) /Joint Economic Commission (J.E.C.), holding meetings to resolve economic and financial issues and facilitating signing of contracts	SD FM	
	34. Administration of Economic Wings of Bangladesh Missions abroad and appointments of officers and staff thereof	HR	
	35. Raising issues relating to economic and technical cooperation, specially issues of development finance, transfer between developed and developing countries and also among developing countries themselves in various Forums	ILR	
	36. Initiating actions for Aid harmonization and aid effectiveness with development partners	ILR	
	37. Formulation of laws/rules/policies relating to Banking, Insurance and Financial Institutions;	POLICY	
	38. Regulation of the Capital Market and Futures Market;	ORG	
	39. Coordination in policy formulation regarding determination of the rate of interest on savings;	ORG POLICY FM	
	40. Updating the investment policy and programme;	POLICY	
	41. Management of Directorates and Agencies under this Division;	HR	
	42. Entering into agreements and liaison with international agencies and other countries in course of implementing the assigned activities of this Division	ILR	

TableM3: Required knowledge for a Joint Secretary in order to address the current priorities

Ministry/ Organisation	Areas of Knowledge to Address Current Priorities	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Team Building	HR	HR= 2 ILR=1
	2. Negotiation with the development partners	ILR	
	3. Change management	HR	
BOI	4. Public Administration,	HR	HR= 3 ILR=1 Policy=1 SD=1 FM=1
	5. Management,	HR	
	6. Economics,	POLICY	
	7. Finance	FM	
	8. Law	ILR	
	9. S/he must also have the adaptability to work in any areas of governance	HR	
	10. have the competences and attributes of a classical public official.	SD	
M/O FINANCE	11. Global economy and development, poverty issues	POLICY	ILR=3 Policy=12 PM=2 SD=2 FM=16
	12. Public policy	POLICY	
	13. Government reforms	POLICY	
	14. Political economy and macroeconomic implication of budget	FM	
	15. Economic growth and development	FM	
	16. Medium-Term Macroeconomic Framework (MTMF)	FM	
	17. Tax Reforms; Reviewing of Tax Policy, Tax Laws, Revamping Tax Administration, Modernising Revenue, Customs	POLICY	
	18. Revenue estimation	FM	
	19. Non Tax Revenue Policy	POLICY	
	20. PFM System	FM	
	21. Budget policy and strategy; budget planning	POLICY	
	22. Budget classification	FM	
	23. Budgeting systems and process; Medium-Term	FM	
	24. Macroeconomic Framework (MTMF)	FM	
	25. Capital Investment Planning	FM	
	26. Project appraisal and financing	FM	
	27. Project management	PM	
	28. Treasury functions; Cash forecasting and planning	FM	
	29. Debt Sustainability Analysis	FM	
	30. Procurement procedures	FM	
	31. Contract management	PM	
	32. Public Private Partnership	ILR	
	33. Banking Sector Reform	POLICY	
	34. Capital Market Reform	POLICY	
	35. Monetary Sector Policy	POLICY	
	36. International Trade & Finance	ILR	
	37. Aid Management, Aid effectiveness	ILR	
	38. Medium-Term Macroeconomic Framework (MTMF)	FM	
	39. Capital Investment planning	POLICY	
	40. Strategic Management	POLICY	
	41. Gender budgeting and planning	POLICY	
	42. International Accounting Standards and Practice	FM	
	43. Internal controls, Internal Audit	FM	
	44. Transparency in budgeting and accounting; Financial Reporting	SD	
	45. Financial Information Systems	SD	

TableM4: Required Skills for a Joint Secretary in order to address the current priorities

Ministry/ Organisation	Specific areas of SKILLS to address current priorities	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Art of Team Building	HR	HR= 4 ILR=1 ORG=1
	2. Negotiation techniques	ILR	
	3. Managerial Skill	HR	
	4. Leadership quality	HR	
	5. Decision making	ORG	
	6. Initiative	HR	
BOI	7. investment analysis	FM	ILR=1 FM=1
	8. identify what determines the flows of FDI in a country like Bangladesh,	ILR	
M/O FINANCE	9. Data analysis based on MS Excel, spreadsheet,	ILR FM	HR= 2 ILR=1 ORG=1 Policy=1 FM=4
	10. Macroeconomic forecasting	POLICY	
	11. Budget forecasting costing techniques	FM	
	12. Cash flow forecasting	FM	
	13. Exposure to GIFMIS	FM	
	14. Leadership & Organisational Development	ORG	
	15. Team building & Conflict Management	HR	
	16. Effective communication	ILR	
	17. Effective human resource training and development	HR	

TableM5: Future priorities (long-term, for example next 5 years) of the ministry/ organisation

Ministry/ Organisation	Priority Issue	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Expansion of Nuclear Power Programme	POLICY	HR= 1 Policy=3 SD=1 1
	2. Expansion of R&D activities	HR	
	3. Innovation of low-cost and affordable solar panel	SD	
	4. Expansion of Nuclear Medicine Programme	POLICY	
	5. Commercialization of process innovated by the scientists	POLICY	
BOI	6. Implementation of E-governance	SD	HR=1 ORG=1 Policy=1 SD=3
	7. Automation of all service delivery	SD	
	8. formulation of comprehensive investment strategy	POLICY	
	9. Research and development on policies and sectors	HR	
	10. Completion of construction of the office building of BOI,	ORG	
	11. High quality publication	SD	
M/O FINANCE	12. fiscal sustainability,	POLICY	HR= 1 ILR=3 ORG=2 Policy=3 SD=3 FM=2
	13. strategic allocation of fiscal resources,	POLICY	
	14. efficient and effective fiscal management,	FM	
	15. fostering fiscal sector reforms including enhancing accountability and fiscal transparency,	POLICY SD	
	16. understanding fiscal and monetary coordination,	FM	
	17. strengthening tax laws,	ORG	
	18. enhancing tax collection without hassle and in a friendly manner,	SD	
	19. revenue administration and tax education,	HR	
	20. modernizing and optimally using external assistance	ILR	
	21. enhancing aid effectiveness,	ILR	
	22. management of international obligations,	ILR	
	23. strengthening banking sector	ORG	
	24. developing capital market as a reliable sources of investment.	SD	

TableM6: Tasks required to be performed by a Joint Secretary in order to address the future priorities

Ministry/ Organisation	Required Tasks to Address Future Priorities	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Effective coordination	ORG	HR=1 ILR=1 ORG=1
	2. win-win negotiation with the development partners	ILR	
	3. Managerial Work	HR	
BOI	4. Facilitation of Investment and provision of services,	SD	HR= 1 ILR=1 ORG=1 SD=3 FM=1
	5. Supervision of regional Offices of the BOI,	HR	
	6. Registration of domestic and foreign and domestic investment	FM	
	7. Authorization of Branch	ORG	
	8. Liaison with Representative offices of the major transnational companies of the world	ILR	
	9. Provision of one stop services to the clients and	SD	
	10. Overall investment facilitation	SD	
M/O FINANCE	11. Fiscal sector reforms	POLICY	HR= 2 ILR=2 ORG=7 Policy=5 SD=4 FM=4
	12. Results oriented budgeting	FM	
	13. Efficiency and effectiveness in public expenditure	SD	
	14. Capital investment planning	POLICY	
	15. Performance and financial reporting	HR	
	16. Modernisation of accounting system	SD	
	17. Effective management of contingencies	FM	
	18. Expanding tax net, preventing tax evasion	ORG	
	19. Modernization of tax administration infrastructure	SD	
	20. Tax education	HR	
	21. Encouraging domestic savings under national savings schemes	ORG	
	22. Strengthening Aid Management System	ORG	
	23. Promotion of FDI	ILR	
	24. Institutionalization of Aid Effectiveness	ORG FM	
	25. Effective management of international obligations	ILR	
	26. Banking sector reforms with priority for loan portfolio management, MIS, internal audit, accounts, risk management, human resource development, fund management, branch management and automation	POLICY FM ORG SD	
	27. Strengthening legal framework for investor protection	POLICY	
	28. Capacity building of capital market institutions	ORG	
	29. Strengthening regulation in non-banking financial sector	POLICY	
	30. Promoting microfinance and regulatory microcredit institutions	ORG	

TableM7: Specific areas of knowledge that a Joint Secretary must have in order to address the future priorities

Ministry/ Organisation	Specific areas of Knowledge to Address Future Priorities	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Team Building	HR	HR= 2 ILR=1
	2. Negotiation with the development partners	ILR	
	3. Change management	HR	
BOI	4. Group dynamics	ORG	ORG=1 Policy=1 SD=1 PM=2 FM=1
	5. Capital Investment	FM	
	6. Project Management,	PM	
	7. Economics	POLICY	
	8. Management	PM	
	9. High sense of duty, good moral values and amiable nature.	SD	
M/O FINANCE	10. Legal and political analysis for public policy	POLICY	Policy=4 SD=2 FM=8
	11. Program and policy design	POLICY	
	12. Trends in Public Finance Management	FM	
	13. Program based budgeting; fixing performance targets	FM	
	14. Inter-generational Equity in Public Debt	FM	
	15. Decentralization- fiscal and administrative	FM	
	16. Equity and regional balance issues	FM	
	17. Financial risk management and derivatives	FM	
	18. Microfinance regulatory framework	POLICY	
	19. Accrual accounting	FM	
	20. Assets management	FM	
	21. E-governance Architecture	SD	
	22. IT enabled knowledge management	SD	
	23. Managing Gender Equity, Diversity and Inclusivity	POLICY	

TableM8: Specific skills that a Joint Secretary must have in order to address the future priorities

Ministry/ Organisation	Specific areas of Skills to address Future Priorities	Thematic Area	Sum responses for the theme
M/O Science & Technology	1. Art of Team Building	HR	HR= 4 ILR=1 ORG=1
	2. Negotiation techniques	ILR	
	3. Managerial Skill	HR	
	4. Leadership quality	HR	
	5. Decision making	ORG	
	6. Initiative	HR	
BOI	7. Managing Investment Proposals	ILR FM PM	ILR=2 Policy=2 PM=1 FM=1
	8. understanding of macro, firm and policy level causative factors of FDI	POLICY ILR	
	9. Have the capacity to do inter-disciplinary subject analysis.	POLICY	
M/O FINANCE	10. Decision Analysis, Modeling and Quantitative Methods	FM	HR= 3 ILR=2 ORG=1 SD=1 FM=2
	11. Data analysis based on econometric software	ILR	
	12. Financial modeling	FM	
	13. Understanding e-Government applications	SD	
	14. Decision making for effective leadership	ORG	
	15. Strategic human resource management	HR	
	16. Team building & conflict management	HR	
	17. Negotiation	ILR	
Advisor (International Affairs)	18. Managing creativity and innovation	HR	HR=2 ILR=2 ORG=1 Policy=2
	19. Joint Secretaries should be able to articulate and provide analysis both in writing and verbally. Emphasis should be on the ability to reason and argue coherently.	ILR	
	20. A Joint Secretary must be trained in empirical approach and evidence-based decision making process.	HR	
	21. When confronted by any issue, question or a challenge the JS should be able to provide well argued and empirically based alternative scenarios and policy options, opportunities and risks.	ILR	
	22. JS should be capable of initiating policies or policy discussions.	POLICY	
	23. Joint Secretaries should be able to help Deputy Secretaries and direct reports to develop their work plans and goals; and assist them in enhancing their performance.	ORG HR	
	24. Aware of current literature and ideas on governance and policy issues broadly defined.	POLICY	

Questionnaires

Questionnaire A: For Joint Secretaries eligible to attend SSC

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
SAVAR, DHAKA

Rethinking on the Senior Staff Course:

A Study on Participants' Needs and the Course Curricula

[Since its inception in 1984, Bangladesh Public Administration Training Centre (BPATC) conducted 12 three-month long Senior Staff Courses (SSC) and 40 seventy-five-day long SSC's which accommodated 210 and 774 senior Civil Servants respectively. In line with the decision taken in the 55th Meeting of the Board of Governors (held on 09 February 2010), the duration of SSC has been reduced from 75 days to 45 days. The proposed study aims at identifying both the core and specialised roles of Joint Secretaries of Bangladesh Civil Service in order to bring up-to-date the existing curricula of Senior Staff Course. This survey instrument (questionnaire) is prepared for obtaining opinions of Joint Secretaries of the Government about development needs of the Joint Secretaries to be addressed through Senior Staff Course. We humbly request you to fill in the questionnaire and return to Mr. Md. Shafiqul Haque, Deputy Director (Research), BPATC. The information you provide us will be used for research only, leading, with approval of concerned authorities, to updating of the SSC. We solicit your support in conducting our research by providing the information required].

A) Personal Data

1. Please mention your present place of posting:-----
2. Please identify your length of service as a Joint Secretary (put mark ✓ as appropriate):
(1) up to 01 year (2) 01-02 year (3) 03 year & above
3. Please mention (✓ mark) your strengths (field of experience) related to official duties:

(1) Project Management	(2) Financial Management
(3) Personnel Management	(4) Land Management
(5) E-governance	(6) Regulatory issues
(7) Bi-/Multilateral Negotiation	(8) International commerce
(9) Policy formulation/ drafting	(10) Field Administration
(11) Others (please specify): -----	

A) Opinion Related to Senior Staff Course

1. Please mention the most important routine task relevant to your ministry/organisation/office you usually perform in your official capacity:
2. Please point out some **special tasks specific only to your ministry/organisation/office** that you perform in your official capacity:
3. Based on government actions to date, please identify the **current/short-term** (one year) priorities fixed by your ministry/organisation/office:
4. Based on government actions to date, what could be the **future** (long-term, for example next 5 years) priorities of your ministry/organisation/office?
5. Please mention the **specific area of knowledge** (important facts, information, references etc.) you expect to acquire from Senior Staff Course in order to address the **present priorities** of the government:

6. Please mention the **specific area of knowledge** (important facts, information, references etc.) you expect to acquire from Senior Staff Course in order to address the **future priorities** of the government:
7. What new kinds of task/action do you wish to take after participating in Senior Staff Course?
8. Please mention the **specific skills** (practical ability to perform special tasks) you expect to obtain from Senior Staff Course in order to address the **present priorities** of the government:
9. Please mention the **specific skills** (practical ability to perform special tasks) you expect to obtain from Senior Staff Course in order to address the **future priorities** of the government:
10. Is there anything in your ministry/office/organisation you wanted to change in order to make the organisation/office/ministry more effective? Please mention below:
11. Please mention some of the inputs/initiatives needed to be incorporated in the SSC to build your capacity in order to address those issues related to office/organisation:

Name of the Respondents:

Signature & date:-----

Thank you for your cooperation efforts you have made to complete this questionnaire.

**Rethinking the Senior Staff Course:
A Study on Participants' Needs and Course Curricula**

[Since its inception in 1984, Bangladesh Public Administration Training Centre (BPATC) conducted 12 three-month long Senior Staff Course (SSC) and 40 seventy-five-day long SSC which accommodated 210 and 774 senior civil servants respectively. In line with the decision taken in the 55th Meeting of the Board of Governors (held on 09 February 2010), the duration of forthcoming SSC has been reduced from 75 days to 45 days. However, even the course curricula of 45-day-long SSC is not supported by any empirical study of participants' or Civil Service needs. Thus the proposed study aims at identifying both the core and specialised roles of joint secretaries of Bangladesh Civil Service in order to bring up-to-date the existing curricula of Senior Staff Course. This survey instrument (questionnaire) is prepared for obtaining opinions of Secretaries/Additional Secretaries of the government about development needs of the joint secretaries to be addressed through Senior Staff Course. We humbly request you to fill out the questionnaire and return to Mr. Md. Shafiqul Haque, Deputy Director (Research), BPATC. The information you provide us will be used for research only, leading, with approval of concerned authorities, to updating of the SSC. We solicit your support in conducting our research by providing the information required].

1. Please identify your rank (put mark ✓ as appropriate).

(1) Secretary	(2) Additional Secretary
---------------	--------------------------
2. Please mention your present place of posting:-----
3. Please mention the areas of expertise (relevant to government service) you have (put tick mark ✓ as appropriate):

(1) Project Management	(2) Financial Management
(3) Personnel Management	(4) Land Management
(5) E-governance	(6) Regulatory issues
(7) Bi-/Multilateral Negotiation	(8) International commerce
(9) Policy formulation/ drafting	
(10) Others (please specify): -----	
4. Please identify your length of service in present rank (put tick mark ✓ as appropriate):

(1) up to 01 year	(2) 01-02 year	(3) 03 year & above
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5. Please mention the common (i.e. not Ministry specific) tasks usually performed by any Joint Secretary working under your supervision:
6. Based on government's actions to date what are the **current priorities of your Ministry/Organisation** need to be addressed?
7. Please identify the **most important tasks required to be performed by any Joint Secretary** under your Ministry/Organisation in order to address the current priorities as you have mentioned above.
8. Please identify the **specific areas of knowledge** to be gained by a Joint Secretary who attends the Senior Staff Course, in order to perform the required tasks you identified above.
9. Please identify some **specific skills** to be gained by a Joint Secretary who attends the Senior Staff Course, in order to perform the required tasks.

10. Based on government's actions to date what could be the future (long-term, for example next 5 years) priorities of the government that need to be addressed by your Ministry/Organisation?
11. Please mention the **specific area of knowledge that a Joint Secretary** (working under your supervision) has to acquire from the Senior Staff Course in order to address the future priorities of the government which you identified above:
12. Please mention the **specific skills that a Joint Secretary** (working under your supervision) has to obtain from Senior Staff Course in order to address the future priorities of the government which you identified above:

Name of the Respondent:

Signature of the Respondent & date:

Thank you for your cooperation.

Bangladesh Public Administration Training Centre
Savar, Dhaka

**Rethinking the Senior Staff Course:
A Study on Participants' Needs and the Course Curricula**

[Since its inception in 1984, Bangladesh Public Administration Training Centre (BPATC) conducts Senior Staff Course (SSC) for the officials with the rank and status of Joint Secretary to the government. BPATC is planning to update the existing curricula of SSC. For this purpose, the present study aimed at identifying both the core and specialised roles of Joint Secretaries of Bangladesh Civil Service. We humbly request the Honourable Minister/Advisor to respond to the questionnaire. We do believe that your valuable response will greatly benefit us in updating the course curricula of Senior Staff Course.]

Name of the Minister/Advisor:-----

Name of the Ministry/Organisation:-----

1. According to the election manifesto, the present government identified five priority issues such as maintenance of economic stability and control over commodity price hike, effective action against corruption, power and energy, elimination of poverty and inequity, and establishment of good governance. What are the **current operational priorities** of your ministry/organisation that need to be addressed in order to materialize these priorities?

2. Please identify **few important tasks required to be performed by a Joint Secretary** under your Ministry/Organisation in order to address the **current operational priorities** as you have mentioned above.

3. Please identify the **specific areas of knowledge** that a **Joint Secretary** of your ministry/organisation must have in order to address the **current priorities** as you have mentioned above.

4. Please identify the **specific skills** that a **Joint Secretary** of your ministry/organisation must have in order to address the **current priorities** as you have mentioned above.

5. Based on government actions to date **what appear to be the future priorities** (long-term, for example next 5 years) of your ministry/organisation to be addressed in order to materialize the **Five Priorities** mentioned earlier?

6. Please identify **few important tasks required to be performed by a Joint Secretary** under your Ministry/Organisation in order to address the **future priorities** as you have mentioned above.

7. Please identify the **specific areas of knowledge** that a **Joint Secretary** of your ministry/organisation must have in order to address the **future priorities** as you have mentioned above.

8. Please identify the **specific skills** that a **Joint Secretary** of your ministry/organisation must have in order to address the **future priorities** as you have mentioned above.

Signature of the Hon'ble Minister/Advisor:

Date:

Thank you for your kind cooperation.

Bangladesh Public Administration Training Centre
SAVAR, DHAKA

**Rethinking the Senior Staff Course:
A Study on Participants' Needs and the Course Curricula**

[Since its inception in 1984, Bangladesh Public Administration Training Centre (BPATC) conducts Senior Staff Course (SSC) for the officials with the rank and status of Joint Secretary to the government. BPATC is planning to conduct a study aimed at identifying both the core and specialised roles of Joint Secretaries of Bangladesh Civil Service in order to update the existing curricula of Senior Staff Course. We humbly request the respected Head of Mission/Country Director/Country Representative/Senior Executive of International Development Organisations operating in Bangladesh to respond to the questionnaire. We do believe that your valuable response will greatly benefit us in updating the course curricula of Senior Staff Course.]

Name of the Respondent: _____

Designation: _____

Name of the Organisation: _____

1. Do you usually interact with the civil servants having the rank of a Joint Secretary for business purpose? (put mark ✓ as appropriate)
(1) YES (2) NO

2. If YES, please mention the organisation/ministry the Joint Secretary working for:

3. Please value your experience of interaction with a Joint Secretary:

- (1) Interaction brings all desired output for your organisation
(2) Interaction to some extent brings desired output for your organisation
(3) Interaction brings a little output for your organisation
(4) Interaction does not bring any output for your organisation

4. Please indicate the types of issues which you discussed with the Joint Secretaries or above in the past three months:

5. What is your general perception about service delivery of a Joint Secretary?

6. Do you think the Civil Servants (here Joint Secretary) you usually interact are fully equipped with required information and skills in delivering the required service to you/your organisation? (put mark ✓ as appropriate)

(1) YES (2) NO (3) UNCERTAIN

7. If "NO", what kind of information and specific skills you think the Civil Servants (here Joint Secretary) should have?

8. Do you think the Civil Servants (here Joint Secretary) you usually interact have proactive and pro-people attitude in discharging their service to you/your organisation? (put mark ✓ as appropriate)

(1) YES (2) NO (3) UNCERTAIN

9. If "NO", what kind of attitude and behaviour do you think the Civil Servants (here Joint Secretary) have to maintain in order to deliver service to the client?

10. Please provide additional information/comments if you have in order to make the service delivery by the Civil Servants (here Joint Secretary) more effective and efficient.

11. Please mention your experience (if any) with the Civil Servants (here Joint Secretary) which you wish to share with us:

Signature & date:-----

Thank you for your kind cooperation.

Bangladesh Public Administration
Savar, Dhaka
Workshop on
Rethinking The Senior Staff Course
(With the participants of 56th Senior Staff Course)
Date: 17 July 2011/Sunday

Introduction

The Senior Staff Course is undergoing a process of change to enable the course to take account of a rapidly changing World which, in turn, is influencing the pace of change for Bangladesh. These changes, plus the many internal threats to the livelihoods and wellbeing of our citizens, need to be addressed more effectively. Otherwise Bangladesh's ability to provide for the safety, health and adequate quality of life of all its citizens will continue to be severely impaired. In order to better identify the current and future needs of participants of SSCs related to these issues of change, BPATC has already started a research programme which will contribute towards fundamental redesign of the SSC. Some of the preliminary survey work, carried out in co-operation with participants of earlier SSC programmes, has identified some basic themes which appear to be important as key focus areas of future SSC programmes. These are (in alphabetical order):-

Human Resources Theme

Effective human resources (HR) in government organisations and agencies are one of the key requirements for effective governance. For HR to be effective, senior management of government organisations, especially the Civil Service, must be competent in practicing and providing effective and efficient:-

- Human resources management
- Human resources development.

INTERNATIONAL LINKAGES AND RELATIONSHIPS THEME

In an increasingly "globalised" economy, Bangladesh is heavily reliant on developing effective and productive strategic partnerships, plus technological, trading, social and political working arrangements with its regional neighbours, and with many other countries. Although the political levels of Government take most of the initiatives in these areas, it is the executive levels who must work out the detailed arrangements, negotiate the "small text" of such relationships and then work to develop and maintain these relationships. Therefore the senior management of the Civil Service must be able to:-

- Find and develop preliminary/ potential mutually beneficial international linkages
- Research and prepare proposals for partnership/ practical working relationships
- Prepare for, support and even undertake negotiations leading to productive international relationships
- Monitor, evaluate, develop and maintain constructive international relationships.

ORGANISATION/ INSTITUTION THEME

For government organisations and agencies to function effectively the senior managers must be able to *manage the organisations* (not just to allow them to function routinely). Managing an organisation includes at least managing the following elements:-

- Identity, People Relationships, Systems, Resources
- Meeting needs of internal clients
- Meeting needs of external clients
- Developing and maintaining the organisation.

POLICY THEME

Ensuring that *appropriate policies are developed and achieved* is a critical element of effective governance. Achievement of policy depends on effective management and delivery of the strategies and activities that relate to each *current* policy. Development of policy is essential in order to meet effectively the challenges in the foreseeable future. These two elements of responsibility for policy: are an essential part of senior management of the Civil Service:-

- Managing effective policy achievement (Current policy)
- Ensuring and supporting policy development (Future policy)

SERVICE DELIVERY THEME

Effective and efficient delivery of relevant services is another major requirement of effective governance. For delivery of services to be relevant, effective and efficient the senior managers must be able to manage:-

- Key Result Areas/ Customer expectations and needs

- ToR, standards and quality
- Planning, organising, implementing, monitoring & evaluating
- Review and development of services

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Your Role In Developing The SSC

Before they can be used in the development of the SSC, the foregoing basic themes need to be explored and validated. As representatives of the beneficiary population of SSC, your contribution to this process of exploration and is critically important. Therefore, please discuss the Themes (and their subsidiary elements) which have been allocated to your In your Focus Group and report back on your conclusions.

The Task of your Focus Group is to answer the following questions:-

1. Are the Basic Themes which have been identified so far *valid for senior managers at your level*?
2. Do any of the Basic Themes identified so far need to have *additional elements*? If so, what are these "missing" elements?
3. Are the *Basic Themes identified so far sufficient* to ensure effective senior management of the BCS? If not, what other basic themes need to be added?

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Bangladesh Public Administration
Savar, Dhaka
Workshop on
Rethinking The Senior Staff Course
(With the participants of 58th Senior Staff Course)
Date: 23 April 2012/Monday

Introduction

The Senior Staff Course is undergoing a process of change to enable the course to take account of a rapidly changing World which, in turn, is influencing the pace of change for Bangladesh. These changes, plus the many internal threats to the livelihoods and wellbeing of our citizens, need to be addressed more effectively. Otherwise Bangladesh's ability to provide for the safety, health and adequate quality of life of all its citizens will continue to be severely impaired.

In order to better identify the current and future needs of participants of SSCs related to these issues of change, BPATC has already started a research programme which will contribute towards fundamental redesign of the SSC. The survey work, carried out in co-operation with participants of earlier SSC programmes (54,55 and 56 SSC participants) and with a number of Secretaries/Additional Secretaries of different ministries/divisions has identified some basic themes which appear to be important as key focus areas of future SSC programmes. These are as follows:-

Human Resources Theme

Effective human resources (HR) in government organisations and agencies are one of the key requirements for effective governance. For HR to be effective, senior management of government organisations, especially the Civil Service, must be competent in practicing and providing effective and efficient:-

- Human resources management
- Human resources development.

INTERNATIONAL LINKAGES AND RELATIONSHIPS THEME

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- Monitor, evaluate, develop and maintain constructive international relationships.

ORGANISATION/ INSTITUTION THEME

For government organisations and agencies to function effectively the senior managers must be able to *manage the organisations* (not just to allow them to function routinely). Managing an organisation includes at least managing the following elements:-

- Identity (meaning the nature, core values and principles of the organisation), People Relationships, Systems, Resources
- Meeting needs of internal clients
- Meeting needs of external clients
- Developing and maintaining the organisation.

POLICY THEME

Ensuring that *appropriate* policies are *developed and achieved* is a critical element of effective governance. Achievement of policy depends on effective management and delivery of the strategies and activities that relate to each *current* policy. Development of policy is essential in order to meet effectively the challenges in the foreseeable future. These two elements of responsibility for policy are an essential part of senior management of the Civil Service:-

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