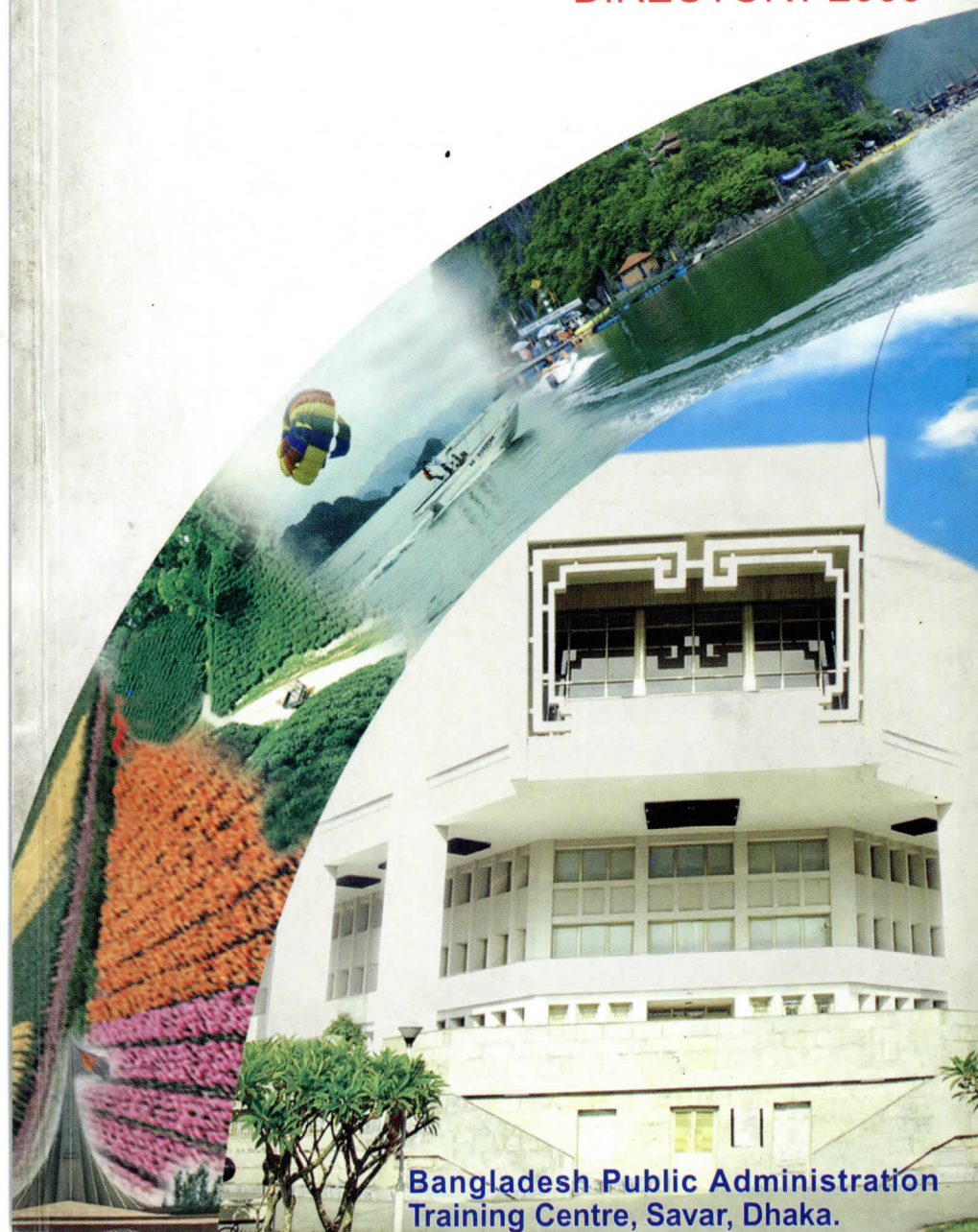


VISION

52ND ACAD PARTICIPANTS'
DIRECTORY-2006



Bangladesh Public Administration
Training Centre, Savar, Dhaka.

Vision

A publication of the participants of 52nd Advanced
Course on Administration and Development

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Participants with the Rector at BPATC



Foreword

As a career obligation twenty eight Deputy Secretaries to the government participated in the 52nd Advanced Course on Administration and Development at Bangladesh Administration Training Centre (BPATC) Savar. The participants all from the Administrative service joined the course on march 5, 2006 and successfully completed it on May 18, 2006. As an extended programme the participants also had the opportunity to visit Thailand and viet Nam for ten days under the financial support of the Japan Government. The overseas programmes were hosted by the Asian Institute of Technology (AIT) in both the countries. The entire training programme both at home and abroad was a matter of profound interest for all the participants. We enjoyed it with utmost sincerity and the course as a whole helped us to a great extent to enrich our faculty.

Throughout the whole period we had busy schedules with innumerable activities relevant with the training , But despite the hard times, we were never put into dismay due to wonderful support of BPATC. The course gave us the privilege to refresh our memory and as well it facilitated us to share and compare our experience with those of Thailand and Viet Nam. We had very pleasant days abroad. Specially the memory of Viet Nam with friendly hospitality will last long in our mind.

The course brought the participants closer to each other and all of us became inseparable entity with common feeling and sense of empathy. To sustain this friendship all of us unanimously decided to keep the record of this wonderful programme and as a sequel to this feeling the publication of this directory was felt. This directory is a humble endeavour of the participants. The contributors of the directory are all participants of the 52nd ACAD. Most of the articles except a few were written under obligation of the training programme. The articles here in the directory have been presented in abridged forms.

Due to obvious limitation, we are sure that many lapses might have indulged in the publication; but still we hope that the book with pictorial presentation will give the readers some pleasure.

BPATC and AIT Thailand and Viet Nam deserve special thanks for their relentless effort that helped us complete the programme successfully. We are also indebted to the Japan government for their financial support towards our visit abroad.

Last but not the least it is admitted with gratitude that this publication would have not been possible without material support of Mr. Abu Taleb , Private Secretary to the Hon'ble Minister for Communication. His support encouraged us to go forward with this humble piece of work. It will be a matter of pleasure for us if it is accepted by the reader with good gesture.



July 29, 2006





At the dining at BPATC



Cultural programme at BPATC



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A piece of painting being presented to the Rector



Gossiping at AIT Bangkok



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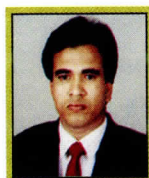
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AIT Bangkok



Briefing on OTOP at the Ministry of Interior, Thailand



ঘুরে এলাম ভিয়েতনাম

হারুন-উজ-জামান

৭ জুন, ২০০৬ আমরা ৩১ জন থাইল্যান্ড AIT ক্যাম্পাস থেকে ব্যাংকক এয়ারপোর্টে পৌঁছি সকাল ঠিক সাড়ে ছটায়। এয়ারপোর্টে এসে আমাদের সঙ্গে যোগ হলো AIT-এর তানিয়া ও কুকি। তাদের নিয়ে আমাদের বহরে সহযাত্রীর সংখ্যা দাঁড়ায় ৩৩-এ। AIT'র পুরো নাম এশিয়ান ইনস্টিটিউট অফ টেকনোলজি। ভিয়েতনামে এর একটি শাখা আছে। সংক্ষেপে এর নাম AITCV, পুরো নাম এশিয়ান ইনস্টিটিউট অফ টেকনোলজি সেন্টার ফর ভিয়েতনাম। আমাদের গন্তব্য AITCV, স্থানীয় সময় সকাল ৮-২৫ মিঃ থাই ঈগল টিজি-৬৮২ পাখা ছড়ায় নীলিমায়। আমাদের বিমান হ্যানয় এয়ারপোর্টের মাটি যখন স্পর্শ করে-ঘড়িতে তখন স্থানীয় সময় সকাল ১০-১০ মিঃ। আনুষঙ্গিক কাজ কর্ম সেরে ইমিগ্রেশন পার হওয়ার পরই AITCV এর সুদর্শনা এক কর্মকর্তা টুয়ে, হাতে কার্ড নিয়ে আমাদের সামনে এসে দাঁড়ায়। আমাদেরকে সহজেই চিনতে পেরে স্মিত হাসে ও। তার পর তাকে ফলো করার জন্য বলে এগিয়ে যায় সে। কথামতো আমরাও তার পিছু পিছু। বিমান বন্দর থেকে শ'খানেক গজ হাঁটার পর ফিরোজা-সাদা রঙের একটি বাসের সামনে এসে দাঁড়াই। টুয়ে জানায় আমাদেরকে বহন করার জন্য এই বাস। আমরা সবাই বাসে চড়ি। সুদীর্ঘ যুদ্ধের পর শত্রুর কবল থেকে মুক্ত হয় ভিয়েতনাম। এ ভিয়েতনামকে দেখার শখ ছিল অনেকদিনের। অবশেষে শখ পূরণ হওয়ায় প্রথমে সৃষ্টিকর্তা এবং তারপরে বিপিএটিসি-কে ধন্যবাদ দিতেই হয়। যুদ্ধের ক্ষত ভিয়েতনামের শরীর থেকে মুছেনি এখনো। ক্ষত ঝেড়ে উন্মূষনের দিকে মুখ করেছে বর্তমান ভিয়েতনাম। এয়ারপোর্ট থেকে বের হওয়ার পর পরই রাস্তার দুপাশের সারি সারি জারুল গাছ বেগুনি ফুল শরীরে অভ্যর্থনা জানায় আমাদেরকে। রাস্তায় দুধারে বিস্তীর্ণ ধানের জমি চোখে পড়ে। কাটা ধানের চরার গোড়ার অংশ জমিতে আটুট দেখা যায়। মাত্র কদিন আগে মনে হয় ভিয়েতনামের চাষীরা ধান তুলেছে গোলায়। রাস্তা তৈরির ধুম পড়ে গেছে এখানে। মূল রাস্তা থেকে অসংখ্য পরিকল্পিত নতুন রাস্তা তৈরি করা হচ্ছে হরদম। একদিকে রাস্তায় ফেলা হচ্ছে মাটি, অপরদিকে বুলডোজার মাটি সমান করার কাজ করে যাচ্ছে প্রচণ্ড শব্দ তুলে। একটা ব্রীজ চোখে পড়লো। এর নীচ দিয়ে বয়ে গেছে এক নদী। এটি হ্যানয়ের মূলনদী রেড রিভারের একটি শাখা। নদীটি কাঁচপুরের ব্রীজের নীচ দিয়ে বয়ে যাওয়া শীতলক্ষ্যা নদীর মতো দেখতে অনেকটা। বেলা ১১-৩০ মিনিটে আমরা হ্যানয় সিটির লী থেচ স্ট্রীটের সরকারি গেস্ট হাউজে পৌঁছি। গেস্ট হাউজটি ভিয়েতনামের পররাষ্ট্র মন্ত্রণালয়ের নিয়ন্ত্রাধীন। আমাদের থাকার ব্যবস্থা পূর্বেই করে রাখা হয়েছিল এখানে। গেস্ট হাউজের প্রতিটি রুমে দুটো করে বেড। আমার সৃষ্টিয় বন্ধু হান্নান আমার রুমমেট। রুমে ঢুকে ফ্রেস হয়ে খাওয়া দাওয়া সারি। বেলা ২টায় AIT সেন্টার ফর ভিয়েতনাম পরিদর্শন করি। প্রফেসর নিগুইয়েন কং থান AITCV-এর পরিচালক। সংক্ষেপে AITCV-এর বর্ণনা দেন তিনি এবং রাতে খাজানা নামে একটি ভারতীয় রেস্টুরেন্টে আমাদেরকে ডিনারে আপ্যায়িত করেন। ডিনার শেষে আমরা গেস্ট হাউজে ফিরে আসি। ব্যাংককের মতো হ্যানয়ের রাস্তাঘাটেও বেশ কিছু ফ্লাইওভার তৈরি করা হয়েছে। রাস্তায় খুব একটা যানজট নেই। তবে পুরো রাস্তা জুড়ে মোটর সাইকেলের আধিপত্য চোখে পড়ার মতো। রাস্তায় বাস, ট্যাক্সির সংখ্যা খুবই কম। রিক্সার সংখ্যা একেবারে নগণ্য। হ্যানয়কে মোটর সাইকেলের শহর বললে অত্যুক্তি হবে না। প্রতি মুহূর্তে পিঁপড়ার সারির মতো দল বেঁধে অসংখ্য মোটর সাইকেল হ্যানয়ের পুরো রাস্তা জুড়ে দেখা যায়।

৮জুন, ২০০৬ তারিখ সকালে হোয়াং কোক ভিয়েত রোডে অবস্থিত ভিয়েতনাম ন্যাশনাল একাডেমী অফ পাবলিক এডমিনিস্ট্রেশন (NAPA)-এ যাই এবং ওখানে ভিয়েতনাম এডমিনিস্ট্রেশন রিফর্ম এর উপর অনুষ্ঠিত ওয়ার্কশপে অংশগ্রহণ করি।



হ্যানয় সিটির ঘরবাড়িগুলো তুলনামূলকভাবে ছোট। রাস্তায় দুপাশে পরিকল্পিত নতুন নতুন হাউজিং গড়ে উঠছে দেন্দারছে। রাস্তার পাশে দোকানগুলোর কোন কোনটি অভিজাত। আবার কোনটি অভিজাত না হলেও দোকানের ভিতর বাহির বেশ পরিপাটি। হ্যানয় একটি পরিচ্ছন্ন সিটি। রাস্তায় কোথাও ময়লা আবর্জনা এমনকি একটা কাগজের টুকরোও চোখে পড়েনি। রাস্তায় ফুটপাথের স্থানে স্থানে খোলা আকাশের নীচে মহিলারা পানীয় এবং হালকা খাবারের পসরা সাজিয়ে রাখে। ছেলে মেয়ে এমনকি বুড়ারাও দোকানীর সামনে পাতা মোড়া কিংবা প্লাস্টিকের পিড়িতে বসে দিবা পানাহার করে যার যার গন্তব্যে চলে যায়। কিছু কিছু ভবনের চুড়ায় লালজমিনে হলুদ তারা চিহ্নিত পতাকা দেখা যায়। এগুলো সরকারি ভবন। সরকারি অফিসে ভিয়েতনামের রূপকার প্রয়াত জনপ্রিয় জননেতা হো চি মিন এর শোভিত আবক্ষমূর্তি চোখে পড়ে। ভিয়েতনামের মুক্তিসংগ্রামের শীর্ষস্থানীয় নেতা এবং গনতান্ত্রিক ভিয়েতনাম প্রজাতন্ত্রের প্রথম প্রেসিডেন্ট হো চি মিন। তাঁর প্রকৃত নাম নগুয়েন থাট থান। ১৮৯০ খ্রিস্টাব্দে জন্মগ্রহণ করেন তিনি। ১৯৪০ খ্রিস্টাব্দে জার্মান বাহিনীর হাতে ফ্রান্সের পতন ঘটলে জাপান ভিয়েতনামে আধিপত্য কায়েমের চেষ্টা চালায়। হো'র নেতৃত্বে গঠিত বিপ্লবী বাহিনী উভয় সেনাদলের বিরুদ্ধে চালায় লড়াই। অবশেষে ১৯৪৫ খ্রিস্টাব্দের ১৬ আগস্ট হো চি মিন ভিয়েতনামকে একটি স্বাধীন প্রজাতন্ত্র হিসেবে ঘোষণা করেন এবং তিনি প্রজাতন্ত্রের প্রথম প্রেসিডেন্ট নির্বাচিত হন। কিন্তু ফরাসী সরকার তা মানতে অস্বীকৃতি জানায়। হো চি মিন তার বাহিনী নিয়ে ফরাসি বাহিনীর বিরুদ্ধে শুরু করেন সশস্ত্র যুদ্ধ। ১৯৫৪ খ্রিস্টাব্দে জেনেভায় অনুষ্ঠিত বৈঠকে ভিয়েতনাম একটি স্বাধীন রাষ্ট্রের মর্যাদা পেলেও ভিয়েতনামকে উত্তর ও দক্ষিণ এ দু ভাগে ভাগ করা হয়। হো চি মিন খন্ডিত উত্তর ভিয়েতনামের প্রেসিডেন্ট নির্বাচিত হন। উল্লিখিত বৈঠকে সিদ্ধান্ত হয় ১৯৫৬ খ্রিস্টাব্দে জাতিসংঘের তত্ত্বাবধানে নিরপেক্ষ গণভোটের মাধ্যমে দুই ভিয়েতনাম পুনরায় এক হবে। কিন্তু বাস্তবে তা কার্যকর হয়নি। ১৯৫৫ খ্রিস্টাব্দে মার্কিনী বাহিনী দক্ষিণ ভিয়েতনামের নগো দিন দিয়েম সরকারকে রক্ষার অজুহাতে দক্ষিণ ভিয়েতনামে অবতরণ করে। ইতোমধ্যে জাতীয় মুক্তিফ্রন্ট গঠন করেন হো চি মিন এবং লড়াই চালিয়ে যান দুর্দন্ড প্রতাপে। দুই ভিয়েতনামের একত্রীকরণ অবশ্য তিনি দেখে যেতে পারেননি। ১৯৬৯ খ্রিস্টাব্দের ৩ সেপ্টেম্বর মারা যান তিনি। তাঁর মৃত্যুতে ভিয়েতনামের জনগণ খুব কষ্ট পায়। শোককে শক্তিতে পরিনত করে জাতীয় মুক্তিফ্রন্ট লড়াই চালিয়ে যায় বীরদর্পে এবং অবশেষে সত্তর দশকের মাঝামাঝিতে মার্কিন বাহিনী পরাজয় বরণ করে। দুই ভিয়েতনাম আবার একত্রিত হয়। বাস্তবায়িত হয় আংকেল হো'র স্বপ্ন। ভিয়েতনামের বর্তমান রাজধানী হ্যানয়। সাবেক দক্ষিণ ভিয়েতনামের সায়াগন সিটির নাম দেয়া হয়েছে এখন হো চি মিন সিটি। হ্যানয়ের যে বাড়িতে হো চি মিন বাস করতেন-সে বাড়িটা এখন হো চি মিন যাদুঘর। তাঁর দেহ মমি করে রাখা হয়েছে এ যাদুঘরে। হ্যানয়ে একটি পার্কের নাম লেনিন পার্ক। মহামতি লেনিনের নামে এই পার্কের নাম রাখা হয়েছে। এই পার্কে তাঁর একটি বিশাল মূর্তি রয়েছে। এই মূর্তি ভিয়েতনাম বাসীদের সাম্যবাদে অনুপ্রেরণা যোগায় প্রতিনিয়ত। আমাদের থাকার জন্য নির্ধারিত সরকারি রেস্ট হাউজের পাশে রয়েছে লী পার্ক। প্রায় নয়শ বছর আগে এখানকার লোকপ্রিয় রাজা ছিলেন লী। পার্কের পাশে স্থাপন করা আছে তাঁর একটি বিশাল মূর্তি। সন্ধ্যা হতে না হতেই পার্কের এক পাশের চত্বরে জমা হতে থাকে অসংখ্য তরুণ তরুণী। নেচে গেয়ে তারা মাতিয়ে রাখে প্রাঙ্গন। পার্কের অন্য পাশের চত্বরে মা বাবারা তাদের শিশুদের নিয়ে আসেন। শিশুরা এখানে মনের আনন্দে নানা রকম খেলনা দিয়ে নানা খেলা খেলে। হ্যানয় সিটিকে লেকের শহর বললেও বোধ করি ভুল হবেনা। সিটির স্থানে স্থানে রয়েছে বেশ কয়েকটি লেক। এর মধ্যে West Lake খুবই নয়নভিরাম এবং বেশ বড়। এই লেকের পাশে রয়েছে একটি চমৎকার টেম্পল। নাম তার Tran Vu Temple। এ লেকের পানির উপর রয়েছে তিনটি ভাসমান জাহাজ। জাহাজ তিনটি অনেকটা মেরি এন্ডারসনের মতো দেখতে। দীর্ঘ সিঁড়ি বেয়ে জাহাজে



যাওয়া যায়। জাহাজে রয়েছে চা-নাস্তার ব্যবস্থা। এই লেকের একপাশে রয়েছে অসংখ্য রাজহংসী নৌকা। ইচ্ছে করলে যে কেউ নৌকা ভাড়া করে ঘুরে আসতে পারে লেক। হ্যানয় সিটির এক পাশে রয়েছে একটি নদী। এর নাম রেড রিভার। নদীটির জলস্রবল চীন। নদীর উপর দুটো চমৎকার ব্রীজ সকলের দৃষ্টি কেড়ে নেয়। এর মধ্যে একটা ব্রীজ পরাজিত শত্রু সৈন্যরা চলে যাওয়ার সময় বিধ্বস্ত করে দিয়ে যায়। বর্তমানে তা অবশ্য মেরামত করা হয়েছে। তবে ভারী যানবাহন এর উপর দিয়ে যাতায়াত করে না এখন। অন্য ব্রীজ দিয়ে অনায়াসে চলে যেতে পারে যে কোন ধরনের যানবাহন। হ্যানয় থেকে ৫০ কিলোমিটার দূরে একটা গ্রামের নাম বাট ট্রেঞ্জ। এটি গিয়ালাম এলাকায় অবস্থিত। এ গ্রামটি প্রায় এক হাজার বছরের পুরনো। এ গ্রামটিকে সিরামিক গ্রাম বলা হয়। এখানে রয়েছে ৬৭টি সিরামিক কমিউনিটি এবং পরিবারের সংখ্যা ১০৫টি। এ গ্রামের অধিবাসীরা সিরামিকের নানা রকম বাহারি জিনিসপত্র তৈরি করে থাকে। তাদের তৈরি পন্য বিক্রির জন্য একটি বিরাট এলাকা জুড়ে রয়েছে আকর্ষণীয় প্রদর্শনী ও বিক্রয় কেন্দ্র। ভিয়েতনামীদের সবচেয়ে আকর্ষণীয় বিষয় হলো ওয়াটার প্যাপেট। সন্ধ্যায় একটি বড়সড় অডিটোরিয়ামে আমরা ওয়াটার প্যাপেট শো দেখি।

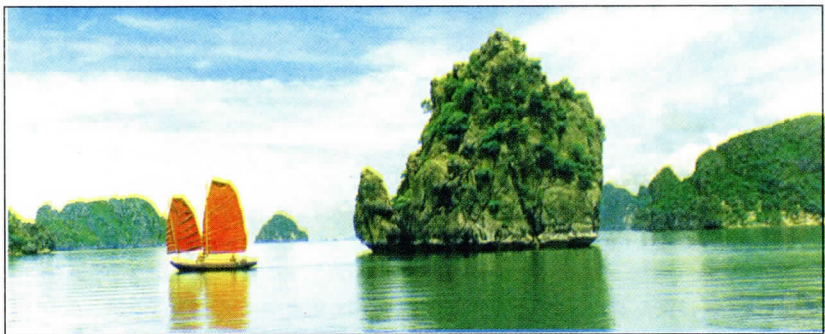
৯ জুন, ২০০৬। আমাদের কর্মসূচীর একটা অংশ ভিয়েতনামের ভাইস মিনিস্টার ডঃ ফ্যান কু ন্যাং ট্রুজ এর সঙ্গে সাক্ষাত। ভাইস মিনিস্টার ডঃ ফ্যান ভিয়েতনামের প্লানিং ও ইনভেস্টমেন্ট মন্ত্রণালয়ের দায়িত্বে নিয়োজিত একজন সিনিয়র সচিব। নির্দিষ্ট সময়ে আমরা মন্ত্রণালয়ের কনফারেন্স রুমে ঢুকি। রুমে দেখি আগে থেকেই বসে আছেন এক সাদামাটা ভদ্রলোক। বয়স ৬০ এর কাছাকাছি। আমাদের জন্যই অপেক্ষা করছেন তিনি। পরে জানলাম তিনিই ডঃ ফ্যাং। পরিচয় পেয়ে চোখ আমাদের কপালে ওঠার উপক্রম। ডঃ ফ্যাং আমাদেরকে ভিয়েতনামের বর্তমান ও ভবিষ্যত পরিকল্পনার কথা জানানেন অত্যন্ত সাবলীলভাবে। এসব শুনে আমরা একেবারে থ। স্বাধীনতার এতোটা বছর পরও আমরা একটা জায়গায় এখনো পৌঁছতে না পারার বেদনাটা আরো তীব্র হয়ে ওঠে। ভিয়েতনাম যে ভাবে এগুচ্ছে আগামী পাঁচ বছর পরে বিশ্বকে তাক লাগিয়ে দেবে ভিয়েতনামে ঢুকে যে কেউ তা আঁচ করতে পারে।

সায়গন ট্যুরিস্ট কোম্পানী আমাদের জন্য ভিয়েতনামের সবচেয়ে আকর্ষণীয় হালং-বে (হালং উপসাগর) দেখার ব্যবস্থা করে। হালং-বে যাওয়ার পথে হ্যানয় ইনস্টিটিউট অফ এগ্রিকালচারাল জেনেটিক্স এর প্রজেক্ট দেখাটাও আমাদের কর্মসূচীর অন্তর্ভুক্ত। দুপুর ১২টায় সায়গন ট্যুরিস্ট হ্যানয় নামের একটি এসিবাস আমাদের গেস্ট হাউজের সামনে এসে দাঁড়ায়। আমরা সবাই বাসে চড়ি। গন্তব্য হালং-বে। তবে শহরের উপকণ্ঠে জেনেটিক্স প্রজেক্টে খানিক যাত্রা বিরতি। বাস ছাড়ার আগেই বাসের গাইড ৩০ বছরের অবিবাহিত যুবক মিঃ লয়ে তার পরিচয় দিলেন। মোটামুটি ইংরেজী বলতে পারে সে। লয়ে খুব রসিক লোক। শুরুতেই আমাদের সকলের দৃষ্টি আকর্ষণ করতে সক্ষম হয় সে। এগ্রিকালচারাল জেনেটিক্স অফিস দেখার পর তাদের প্রজেক্ট দেখতে আমরা রওনা হই। গ্রামের ভিতর দিয়ে প্রশস্ত রাস্তা। গ্রামের কোথাও কোন কাঁচা ঘরবাড়ি চোখে পড়েনি। গ্রামের সব বাড়ি ঘর পাকা। সারি সারি গোলাপ ক্ষেতের ভিতর দিয়ে চলে গেছে রাস্তা। রাস্তার আশে পাশের বিলে বিলে অগুনতি পদ্মপাতার আড়ং। ভিয়েতনামে নানা জাতের ফুল থাকলেও কোন জাতীয় ফুল নেই। তবে পদ্মফুলকে ভিয়েতনামীরা জাতীয় ফুল হিসেবে বিবেচনা করে থাকে। মেলিন কমিউন অফিসের সামনে এসে দাঁড়ায় বাস। এখানেই নামতে হবে। এখানকার প্রজেক্ট দেখার পর সোজা হালং-বে আমাদের লক্ষ্যস্থল। কমিউন অফিসটি প্রাচীর বেষ্টিত। ভিতরে অনেক জায়গা। ফলের বাগানে ভর্তি পুরো আঙ্গিনা। এর মধ্যে লিচু গাছ ও চোখে পড়লো। বড়বড় পাকা লাল লিচুর ভারে ভারাক্রান্ত লিচু গাছগুলো। কমিউন অফিসটি আমাদের দেশের ইউনিয়ন পরিষদ কার্যালয়ের মতো। লোকেরা কমিউন কার্যালয়ে বসে তাদের বিভিন্ন সমস্যা সমাধান করে থাকে। বাস থেকে



নামতেই কমিউন প্রধান আমাদেরকে স্বাগত জানায় এবং আমাদেরকে দোতলায় সোজা কনফারেন্স রুমে নিয়ে আসে। কনফারেন্স রুমের ভিতরে আংকেল হোর আবক্ষমূর্তি। এর পেছনে হাতুড়িও তারা চিহ্নিত লাল পতাকা। কমিউন প্রধান তাদের কমিউনের কাজের একটা দীর্ঘ ফিরিস্তি দেন আমাদেরকে। ফিরিস্তি শেষে বাসে ওঠার উদ্দেশ্যে রওনা হয়ে বারান্দায় আসতেই আকাশে শুরু হয় মেঘের গুরু গুরু ডাক। বিদ্যুতের মুহুমুহু চমকে পুরো আকাশটাকে খণ্ডিত মনে হয়। তড়িতড়ি করে বাসে উঠতে না উঠতেই শুরু হয় তুমুল বৃষ্টি। ঘড়িতে তখন বিকেল ৪টা। এবার আমাদের গন্তব্য কোয়াং নিন প্রদেশের হালং-বে।

হানয় থেকে হালং-বের দূরত্ব ১৭০ কিলোমিটার। একটানা বৃষ্টির মধ্যে দিয়ে আমাদের বাস ধীরালয়ে এগুতে থাকে। ইলাহী স্যার, কাজলা দিদি, কংকা, মোরশেদ, রিনা, ফিদা এবাদ, মামা কবির, মফিজ (কট), মোমিন, অজিত, হান্নান, ছানাউল-এর কণ্ঠে বেজে ওঠে পাঁচ মিশালী গান। মন্ত্রমুগ্ধের মতো আমরা তা উপভোগ করি। তাছাড়া লয়ের কৌতুকও আমরা উপভোগ করি ফাঁকে ফাঁকে। হালং-বে-এর ২০ কিলোমিটার আগে আমাদের বাস থামে ভিয়েত হাউজ রেস্টুরেন্টের সামনে। আকাশ বেয়ে তখনো পড়ছে বৃষ্টির ফোটা। এখানে ডিনার সেরে আবার বাসে চাপি। রাত ৯-৩০ মিনিটে আমাদের বাস এসে দাঁড়ায় চার তারকা বিশিষ্ট সায়াগন হালং হোটেলের সামনে। আমাদের গন্তব্য এখানেই। পর্যটন থেকে পূর্বেই আমাদের জন্য তা ঠিক করে রাখা হয়েছিল। হালং সিটির মধ্যে অন্যতম এই হোটেলটি পাহাড়ের পাদদেশে হালং-বে এর ধার ঘেষে অবস্থিত। বাস থেকে নেমে আমরা হোটেলে ঢুকি। এবারও হান্নান আমার রুমমেট। আমাদের হোটেলটির আশে পাশে গড়ে উঠেছে অসংখ্য পরিকল্পিত হোটেল। পুরো বীচ এলাকার রাস্তাঘাট বেশ প্রশস্ত। প্রতিটি



ভিয়েতনামের হালং-বে-এর একটি দৃশ্য

হোটেলের সাথে রয়েছে চওড়া রাস্তার উত্তম যোগাযোগ।

১০ মে, ২০০৬ ভোর ৬-৩০ টায় ঘুম থেকে জাগি। হাতমুখ ধুয়ে হান্নানকে ডাকি। খুব দ্রুত রেডি হয়ে নেয় হান্নান। নাস্তা খেতে লিফট বেয়ে নীচে নামতেই কংকার সাথে দেখা। কংকা জানায় নাস্তা ১৪ তলায়। লিফটে চড়ে আবার আসি ১৪ তলায়। রইস স্যার, দিলিপ দাকে দেখি নাস্তা খাচ্ছে। আমাদের দুজনকে এক সাথে টাইমলি দেখে মৃদু হাসে দু'জন।

১৪তলার বারান্দা থেকে পুরো হালং-বে দেখা যায়। হালং-বে কোয়াংনিন প্রদেশের অন্তর্গত এবং ভিয়েতনামের উত্তর কোণে অবস্থিত। ১৯৬২ খ্রিস্টাব্দে ভিয়েতনামের জাতীয় সংরক্ষণ এলাকা হিসেবে এটি স্বীকৃতি লাভ করে। ১৫৫২ বর্গমাইল এলাকা বিশিষ্ট এই হালং-বে। এই বে-তে





ভিয়েতনামের হালং-বে-এর একটি দৃশ্য

রয়েছে ১৯৬৯ টি দ্বীপ। এর মধ্যে এখন পর্যন্ত ৯৮০টি দ্বীপের নামকরণ করা হয়েছে। সকাল ৮-১৫ মিনিটের মধ্যে নাস্তা সেরে আমরা নীচ তলায় হোটেল লবিতে এসে দেখি আমাদের গাইড লয়ে আমাদের জন্য অপেক্ষা করছে। হোটেলের সামনে দাঁড়ানো বাসে উঠি। মিনিট তিনেকের মধ্যে বে-র ঘাটে পৌঁছে গেলাম। ঘাটে অসংখ্য জলযান। ইঞ্জিন চালিত একটি বড় বোটে আমরা সবাই উঠি। তরঙ্গবিহীন বে-র নিখর জলরাশির উপর দিয়ে মন্তর গতিতে এগিয়ে চলে আমাদের বোট। সামনে পিছনে সমুদ্রের ভিতর থেকে জেগে উঠা উঁচু পাহাড় দৃষ্টি কেড়ে নেয়। সমুদ্র পৃষ্ঠ থেকে কোন কোন পাহাড় প্রায় ৬০০/৭০০ ফুট উঁচু। পাহাড় গুলো পরস্পর বিচ্ছিন্ন। এগুলোকে আইল্যান্ড (দ্বীপ) বলা হয়। কোন কোন পাহাড়ের শরীরে শক্ত পাথরের গাঁথুনি। সমুদ্রের নীলাভ শান্ত জলে নিজের ছায়া দেখে নিজেই চমকে উঠি। স্বচ্ছ জলের উপর আবর্জনার কোন বালাই নেই। আইল্যান্ডের ধার ঘেষে আমাদের বোট এগুতে থাকে। পাশাপাশি দুটো পাহাড় দেখে চমকে উঠি। পাহাড় দুটো দেখতে লড়াইরত দুটো মোরগের মতো। ভিয়েতনামীরা পাহাড় দুটোর নাম দিয়েছে ফাইটিং কক।

ছোট নৌকা বেয়ে কলা, ডাব, লিচু বিক্রেতা আমাদের ভাসমান বোটের জানালা দিয়ে ওগুলো কেনার জন্য আহবান জানায়। আমাদের সহযাত্রী ভিয়েতনামী মহিলা টুয়ে নিরাশ করেনি বিক্রেতাকে। কয়েক ডজন কলা কিনে আমাদের দিকে এগিয়ে দেয় সে। কলাগুলো দেখতে দেশী চাপা কলার মতো। দেশী কলা ভেবে লুফে নিই আমরা। একসময় একটা বিরাট পাহাড়ের কাছে এসে থেমে যায় আমাদের বোট। লয়ের হুকুম, নামতে হবে এখানে। সবাই নামি বোট থেকে। ৭০টি সিঁড়ির ধাপ বেয়ে পাহাড়টির পেটের কাছে পৌঁছে আমরা থ। এখান থেকে শুরু করে একটি গুহা চলে গেছে পাহাড়ের অভ্যন্তরে। লয়ে জানায় এ গুহাটির নাম এমাইজিং কেভ। সরু সিঁড়ি বেয়ে আমরা প্রবেশ করি গুহার ভেতর। এ দেখি আরেক পৃথিবী। গুহার ভেতর টা একেবারে ফাঁকা। এর আয়তন কমপক্ষে দুই/তিন হাজার কিউবিক ফুট হতে পারে। গুহার ভেতর থেকে আকাশ দেখার কোন জো নেই। গুহার ছাদটিও অসাধারণ। মনে হয় কোন সু-নিপুন শিল্পী সিরামিক দিয়ে নক্সা করা কারুকাজ করে বসিয়ে দিয়েছে ছাদের স্থানে স্থানে। গুহার ভিতরে রয়েছে ইটের তৈরি উঁচু নীচ রাস্তা। স্থানে স্থানে রয়েছে বৈদ্যুতিক আলোর ব্যবস্থা। ফলে সরু রাস্তা দিয়ে চলতেও কোন অসুবিধা হয়না কারো। গুহার শেষ ধাপ থেকে আমরা সরাসরি বোটে ফিরে আসি। এবার ফেরার পালা। বোটেই আমরা মজা করে মধ্যাহ্ন ভোজ সারি। দুপুর ২টায় হালং-বে এর ঘাটে ফিরে আসে আমাদের বোট। আমাদের বাস ঘাটে দাঁড়ানোই ছিল। সবাই মিলে বাসে উঠে বসি। বাস ছেড়ে চলে স্বপ্নের হালং। সন্ধ্যার আগ মুহূর্তে আমরা হ্যানয় সরকারি গেস্ট হাউজে পৌঁছি। পরদিন সকালে ব্যাংককে ফেরার উদ্দেশ্যে হ্যানয় ত্যাগ করি আমরা। পুরো ভ্রমণটাই ভিডিও করে রাখে আমাদের প্রিয় বন্ধু এবাদ। হ্যানয়ে কটা দিন কিভাবে কেটে গেলো টেরই পাইনি। হ্যানয় থেকে দেশে ফিরেছি অনেক দিন হলো। কিন্তু হ্যানয়ের টুকরো টুকরো ছবি, হালং-বে আজও দোলা দেয় হৃদয়ের পরতে পরতে।





Briefing at the Ministry of Interior, Bangkok



Participants in Bangkok



Participatory Forestry:

A tool of Sustainable Development

Maksuda Khatun

Additional District Magistrate

(Deputy Secretary)

Manikgonj

Bangladesh is a small country with a large and fast growing population. This is one of the most densely populated countries in the world. The total area of the country is 147,570 sq. km with a population of about 140 million; density of population is 800 people per square kilometer. Out of the total population, 77 percent people live in the rural areas. Overall per capita land availability is about 0.12 hectares (ha.). About 48% of the rural population are functionally landless and depend on wage income only.

From environmental point of view it is said that minimum requirement of forest area is 25% of the total area of the country. The total forest area in Bangladesh is estimated at 2.53 million ha. corresponding to 17.50 percent of the surface area of the country. This includes 1.53 million ha. Forest Department (FD) controlled land 0.73 million ha. unclassified state forest (USF) under control of the District Administration and 0.27 million ha. village forest land (mostly homestead). Much of the state forestland does not have satisfactory tree cover. Only 0.84 million ha. (about 5.8%) of the state forest land has good forest cover . Bangladesh is a forest-poor country though it looks lush green. It appears from different literatures that the forest cover has shrunk to merely 6 percent today from 20% in 1927.

Participatory Forestry as the term signifies: "Forestry for the people and by the people for the development of the people". It is for the enhancement of rural community well-being through equitable distribution of forest resources, services and opportunity. The Government, NGOs donor agencies, and development partners are appreciating the role of participatory forestry in poverty alleviation of the rural people through the rural development increasingly. Participatory forestry plays very important role in augmenting rural income generation. It provides livelihood opportunities to the rural people, increases villagers income by producing fuel, fodder, food etc, generates employment opportunities by producing raw materials for cottage industries, maximizes the benefit of land use and helps attaining self-reliance in forest resources by utilizing limited land.



Poverty is a major problem in Bangladesh. Poverty is acute in rural areas. The poverty reduction in Bangladesh is very difficult. The government has undertaken detailed strategy for poverty alleviation and environmental sustainability in Bangladesh. Among various programs participatory forestry is one of the most important development agenda of the government. Forests are vital for maintaining ecological balance.

A Government initiative on forest resources development may not succeed without the participation of local people. The goals of development activities can't be achieved if it is not sustainable. In Bangladesh context, participatory forestry will sustain because participatory forestry programme is people oriented and the programme is included in the national Forest policy (1994) and Forestry sector master plan (1995). There is a strong political commitment for participatory forestry in this country. Therefore, participatory forestry will be sustainable forestry practice in the country.

Protection of natural forest or new plantation is very difficult under present socio-economic conditions. Illegal cutting of timber and encroachment are threats to our forests. Participatory forestry has evolved to fill up the gap of our forestry needs as well as for employment generation. But what is the impact of PBSA is not evaluated.

To maintain economical balance in context with sustainable development and general rural income forest areas need to be expanded through participatory system. Sadar is a large Upazila in Manikgong district. It is a poor Upazila with high rate of unemployment and landlessness. The study has been designed to evaluate how participatory forestry played its role for poverty alleviation at Sadar Upazila in Manikgonj.

Participatory forestry proved successful is considered to be the best means of poverty reduction as in the FD. Success in participatory forestry toward poverty reduction in Bangladesh has attracted of the development partner's attention.



Demise of Formal Sector and Work Feminisation: An Analysis with Reference to Employment in Export-Oriented Industries

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In a poor country like Bangladesh where almost half of the population lives under poverty line, situations of women are more vulnerable. Majority of women are socially and economically excluded from the mainstream population. They are less fed, less healthy, less educated, less or not empowered, and relatively poorer than their male counter-part. Moreover, disparities are common between men and women in the society. Multifarious discriminations have been prevailing against women from ancient time, although they contribute a great deal to the society. Although they provide about 70 percent of the unpaid time spent caring for family members, their contribution to the global economy remains undervalued. Women employed in industries and services typically earn 78 percent of what men earn in the same sector. Women with little or no education are employed chiefly as domestic helpers, production related workers, and farmers.

I have chosen the topic from my interest developed while I was undergoing a master's degree programme on "Development Studies: Major in Human Resources and Employment" in 2004-2005 in the ISS, The Hague, the Netherlands. A pertinent question on world employment situations was raised by Dutch Professor Freek Schiphorst in the classroom discussion. He opined that the formal sector employment had been shrinking worldwide, and the demise of formal sector, contributed to the feminisation of work in the informal sector economy. I differed with his opinion and argued that worldwide ratio of employment in the formal sector might have declined, but it cannot be regarded as something absolute. Besides, informal employment is yet to be feminised in the developing countries, rather majority of women are still out of the labour force. It was then decided that each student could have taken initiative on return to his/her own country to explore what is really happening in the world of work. This issue was reiterated when the whole class was taken to the ILO, Geneva, Switzerland in September 2005 to attend a three-day seminar on "Decent Work".



I returned to the country in December 2005 and was realising the importance of the said study. Meanwhile, following my promotion to the post of Deputy Secretary, I got the opportunity to be a participant of the 52nd ACAD and picked up the study as an obligation of the course. During the study, unfortunately, sex wise employment data could not be found while paying visits to the BBS, BEPZA, M/O Labour and Employment, Planning Commission, ILO Dhaka Office, and CPD. Few employment (sex wise) data were found only in the Dhaka Divisional Office of the Department of Inspection for Factories & Establishment under M/O Labour and Employment. But these data were mainly on export-oriented garment industry. So the paper has studied these data along with other relevant secondary data to have an overview of the incidence of work feminisation. Besides, from the keen interest developed on international trend in the formal sector employment, attempts have been made in the study so that readers too can have an idea on this issue. This study is unlike most other studies done by the participants during ACAD, commonly relevant with poverty alleviation programmes.

During the study of this research it is found that labour market in Bangladesh is largely informal. Public sector activities are fast shrinking, in line with the international trend, even from the small base that they occupy in Bangladesh economy. This is fully in line with the market liberalisation programme of the government. It is justified by the abject failure of the public sector production units to prove their worth. On the other hand, due to globalisation and liberalisation, more and more women are joining in the labour market. Majority of them are unskilled and are not well educated. In course of failure to have a 'decent work' in the formal sector, these women are joining either in the informal sector, or to the formal sector, but without any formal contract. Export-oriented garment industry in Bangladesh is, of course, the best example of it. Works have been feminised in export-oriented garment industries as well as in various factories located in the Export Processing Zones. As women nimble finger, and are less aggressive and less interested to unionism, they are always 'ill-paid' and they usually accept 'adverse' work conditions in these factories. According to the author, this is resulted from the demise of formal sector employment and feminisation of work. If gender balance were there among the employees in the EPZs or in export-oriented garment factories located outside, the work conditions and compensation packages for



employees could be different. Because male labour force, when unionised, can realise their reasonable dues from the employer.

I am not against feminisation of work in any sector, but favour a uniform distribution of male and female labour force in every sector of the economy. I believe that in this way, all employees, male or female, will proceed on the way to 'decent work' and a proper compensation package. The objectives of the research are:

- ◆ to grasp the global employment trend, particularly in terms of informalisation of employment and feminisation of work
- ◆ to assess the impact of informalisation of employment and feminisation of work on the employment situations in Bangladesh
- ◆ to analyse the effects of work feminisation in RMG
- ◆ to recommend measures for gender balance in the 'world of work' to ensure 'decent work'

Methodology and Sources of Information: As the objectives of the research are basically to analyse the prevailing employment situations and trends, and to recommend measures in favour of gender balances in the field of work, with a view to ensure 'decent work', the research is based on secondary data. The data are mainly derived from relevant books, articles, ILO Reports, World Bank Reports, and web sites/internet. Some data were collected from BBS, BEPZA, DIFE and CPD through personal visits in those offices. This is an exploratory and analytical research.

Theoretical and Conceptual Framework: The theory of "Intra-Household Bargaining with Both Cooperation and Conflict between Genders" has been used in the research. Besides, some concepts like- Formal Sector, Informal Sector and Export-Oriented Enclave Production have been clarified to some extent.

The following findings have come out from the study:

- ◆ Formal sector employment has been facing a constant declining trend worldwide including Bangladesh
- ◆ Demise of formal sector employment leads to increased informalisation of production activities
- ◆ Informal production activities have been absorbing more and more women labour force
- ◆ Considering women as nimble finger, EPZs have been employing more female workers in some specified jobs
- ◆ Wage rate of EPZ employees in Bangladesh is very low as compare to any developing country



- ◆ As work has been highly feminised, garment workers in Bangladesh suffer adverse work conditions, hazardous work environment and very poor compensation package
- ◆ Recruitment procedure in garments industry in Bangladesh is largely informal, though this industry belongs to the formal sector
- ◆ Women employment share in Bangladesh is very small outside the RMG and EPZs

Finally, after analysing the problem of the research, following recommendations are made:

- Shifting of a part of female labour force from RMG and setting them to other industries to make gender balance in all industries
- Providing skills to these additional female labour force to take up new responsibilities
- Encouraging male labour force to join export-oriented garment industry
- Removal of any sort of gender discriminations from RMG including paid leave for female employees
- Bringing all workers of RMG and other industries under formal employment contract
- Recruitment of more male job-seekers for the EPZ industries
- Ensuring enhanced and uniform minimum wage rates for RMG, EPZs and other industries
- Improving work conditions and work place environment in all production units of all industries
- Ensuring trade union activities in every industry including EPZs
- Banning any political unionism from industrial sector



OVERSEAS EMPLOYMENT:

IMPACT ON SOCIO-ECONOMIC CONDITION OF ITAKHOLA

(A Village under Debidwer Upazila in Comilla District)

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Ministry of Establishment

Bangladesh is a small country with an area of only 147,570 square kilometers; the population is over 140 million. It ranks as the world's 8th most populous country but only 93rd in land area. According to projections, the population will reach 169 million by the year 2020. This rapid growth places a great and growing strain on the heavily agricultural economy of Bangladesh. Bangladesh has a young population; more than 40 percent of the people are under the age of 15.

Beginning from the early eighties, Ready Made Garments industry grown up very fast and their share in export was increased. On the other hand, Remittances from Overseas Employments have been occupying major part of the foreign earnings of the country. It helps the country to maintain foreign currency reserve in an acceptable level. Last few months remittances increased by 24% in compare to previous period.

Overseas employment creates employment opportunities for rural unemployed people as well as helps in poverty alleviation. It also contributes to improve the living condition of rural people. It has tremendous effects on socio-economic arena of the whole country. Remittances accommodate for about 6% of GDP and 47% of total export in 2004-05. Number of people going abroad for employment also increased through out the years. A total of 252,702 Bangladeshi workers went abroad in 2005.

Government of Bangladesh took various measures to increase overseas employment and remittances through official channels. Remittance saw a huge boost in February this year amounting to US\$428 million, the all time high in a single month. Overseas employment and their remittances play an important role in the economic development of the country as a whole. Its contribution to the improvement of the living condition of the rural people is



undeniable. So a study was undertaken to assess the socio-economic impact on the life of the people of the village called Itakhola under Debdwer upazila in Comilla district caused by the Overseas Employment.

Itakhola is situated at the southwest corner of Debidwer upazila in Comilla district. It is a small village and one of the twentieth villages of 12 no. Vani Union Council. Population of the village is about 362, out of which male is 173 and female is 189. literacy rate of the village is about 69%. Most of the people depend on agriculture though land possessions of the villagers are not good. About 89% of the people have no access to government or private job due to lack of educational qualification. People have no choice but to go for overseas employment. The first person went to Saudi Arabia in 1992 and he is the pioneer of the young people of the village. At present, 22 youth of the small village are now in overseas employment, which is about 9% of the total population of the village, Where as the national average is about 3%.

Most of the expatriates' families socio-economic condition have been changed e.g. monthly income increases, land possession increases, living standards improved, young stars are going for education, enjoying modern facilities such as new furniture, color TV, Mobile phones etc.

It is also found that most of the village is under the coverage of electricity, safe drinking water is available and sanitary latrines are in use, which was not true few years back. This is the great contribution of overseas employment. It is found that people of the village, specially the expatriates' family, spend money lavishly for daily living and for luxuries. There is little interest to save and invest in economic activities other than acquiring lands and constructing new home in new place, which destroy agriculture land. As a result, the cost of agriculture land has been increased tremendously.

However there are some people still under poverty level. People are trying to improve their condition through the help of expatriates' family. They are helping the poor people by hiring them for job. Lots of job opportunities increases due to construction of new home, houses and starting fisheries, poultry projects. People of the village live in harmony and happiness. There is no major interpersonal, interfamily or intra-family conflict. Young people of the village do not



normally run after government employment and there is no beggar in the village.

It is recommended that awareness should be created among the people of the village to save and invest in domestic small-scale projects such as fisheries, poultry, cow rearing etc. Young people of the village should be brought to Technical and Vocational training program so that their efficiency can be enhanced. Extend loan facilities especially from private bank to finance the cost required for going abroad. Expatriates' family have to motivate for not shifting their home to new location, because it destroys or decreases the valuable agriculture land.

It is also recommended that comprehensive pre-departure briefing should be given to outgoing migrant workers. Special attention should be given on the matters related to the new country, condition of worksite. Labor and migration laws of the host country, sending of remittance, welfare activities of the government for wage earners etc. Financial transaction related to overseas employment should be made through bank and the bank should be involved in financing the cost required for going abroad. More Money exchange should be established in countries where large numbers of Bangladeshis are working. Labor attaches of Bangladesh mission abroad should physically verify the workplace before attestation of any document. Labor attaches should keep with them the address and telephone number of the employers and contact with the overseas employees and the employer as and when possible. Bangladesh mission has to develop a system of informing the trend of labor market. Mission should find out new market and new employer. Government should expand its welfare activities for the welfare of the overseas employees abroad and their families in Bangladesh. Relocate the One Stop service center to nearby the Zia International Airport in order to allow the expatriates to get maximum benefit. Arrangements should be made for alternative use of the newly constructed building for one stop service center at Eskaton. Encourage and arrange for regional development by improving and allotting land/plot to expatriates in different district head quarters instead of developing land/plot/flat at the Capital Dhaka only. Linkage between the recruiting agencies and Training Institutes should be established.



Training program must be redesigned to meet the market demand. Technical Training Centers should be engaged on need based skill development program. Government should relax the relevant rules, regulations in approving and allowing lien, deputation etc to government servants. Emigration Ordinance, 1982 and other relevant rules, regulations should be enforced and implemented properly. A national policy on Manpower Export should be finalized and published as early as possible.

Manpower export can fetch substantially increased earnings if steps are sincerely taken to expand the base of technical and vocational education and training in the country. Even if domestic enterprises are found not sufficient to provide gainful employment to the increasing number of technical professionals, they can be sent abroad through either official auspices or private manpower agents. Bangladesh's earnings from manpower exports are small compared to other successful countries because it sends out a greater number of untrained, unskilled or semi-skilled workers. Wages and salaries of unskilled categories of workers abroad are smaller in contrast to those of skilled ones or those with high vocational training qualifications. Therefore, the earnings from manpower export can soar if more skilled manpower or technical professionals can replace the unskilled or semi-skilled categories.

Hopefully Bangladesh government is going to announce its Manpower Export policy very soon. Ministry of Expatriates Welfare & Overseas Employment has prepared the final draft of Manpower Export policy and it is under active consideration of the government for approval. A Manpower Export policy will be able to make manpower export sector a viable one. This will play a vital role in foreign currency earning and thus in poverty alleviation.



"Trafficking of Women and Children in Bangladesh : A Case study on victims of trafficking to find out the root causes of the vulnerability"

Md Rakib Hosasain

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Ministry of Establishment

Trafficking in women and children has become a global issue these days. It is an extreme form of violation of human rights. It is being treated as a heinous crime that involves criminal and illegal trading of human being for the purpose of exploiting their labour through a movement (or migration) into a non-consensual situation of the exploitation. It is a multi-million dollar business next to drug and illegal arms trades. Bangladesh has been identified as country wherein women and children are vulnerable to trafficking. The increasing trend of this crime has also become a serious threat to the development of the country. It is, however, directed through a wave of fraud, abduction, false promises of good marriage as well as lure of better earning through better jobs etc.

The contributing factors of trafficking of women and children are poverty, illiteracy, unemployment and poor governance. The traffickers take advantage of vulnerability of women and children and are engaged to cash in quickly by conducting the sex and other hazardous work both inside and outside the country. The most emerging issue in the present time is trafficking-migration nexus. All trafficking experiences involve in migration or movement, both internal and/or cross-border at some stage. It is widely accepted that traffickers fish in the stream of migration. Therefore, migration, which is a tool for development, is misused and are easily coerced and deceived into a trafficking situation.

The problem of trafficking of women and children is so complex that it does not have single way to go for a straightforward solution. Many players and actors are involved and many issues are intermingled with each other that all of these have to be addressed simultaneously. It is not a problem of a single country rather it involves more than two from the country of origin to country of destination. It is evident that poverty is the main underlying cause of trafficking in the country of origin while defective or inadequate law



and weak societal values and norm are the main problem of the recipient countries. Therefore, inequality, inequity and unjust prevailing in both the cases have to be stopped.

The present study is an attempt to examine and analyze the current position of trafficking and its underlying causes in the context of national and international perspectives. It is also to explore the steps taken by the government to prevent and redress the problem of trafficking and also make recommendations to draw solutions at the root level. The present study has been conducted on the basis of both primary and secondary data/information available at nationally and internationally levels. A literature review was made through an extensive reading of publications of the government, NGO, international agencies etc. Information through discussion was taken from the officials of the governments, NGOs, international organizations to frame up and upgrade the ideas of the study. Primary data was collected through face-to-face interview with the returnee camel jockeys and women victims of trafficking. However, the study has some limitations, as the time allocated for data collection was not adequate to conduct an in-depth study on the basis of primary data. Hence, a qualitative analysis was made possible instead of both qualitative and quantitative analysis.

Trafficking is a modern form of slavery wherein organized groups are gainful out this crime at the cost of humanity. In globalization era pull factor or the demand-side has a great influence over trafficking and has a great role to play in order to quick reduction of trafficking problem as country like Bangladesh has not been able to address all causes leading to push factor or supply side phenomenon. The push factor is so strong that the other dimension of human migration i.e., safe migration cannot contribute to development of the country. Bangladesh suffers with this syndrome so the country does not get the benefit of safe migration. The present study through primary data provides supportive facts that most of the women are trafficked in the name of migration with a false hope for better life. In case of camel jockeys, it is found that all of them are minor boys and were employed in the UAE either being kidnapped or being deceived by the traffickers. Hence poverty reduction along with other supplementary causes such as education, awareness etc should equally be addressed.



WOMEN PARTICIPATION IN ECONOMIC ACTIVITIES THROUGH MICRO-CREDIT:

A CASE OF EMPOWERMENT AND POVERTY REDUCTION IN TULARAMPUR VILLAGE OF NARAIL DISTRICT

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Bangladesh with about 140 million people is one of the densely populated countries of the world. It is well known that about half of the population in Bangladesh are living under poverty Line. Most of the rural people are landless, illiterate, living with poor health condition and do not have adequate financial resources to involve in economic activities. Although the world is moving faster with globalization, E-governance, IT etc, the developing countries like Bangladesh still faces the challenge of poverty alleviation.

In Bangladesh the poverty reduction activities through small-credit programs are mostly executed by different Government & Non Government Organizations. Government organizations like BRDB, Department of Youth, Department of Social welfare, PKSF and some nationalized banks are delivering micro-credits. Besides there are Food For Works (FFW), Vulnerable Group Development (VGD) & Rural Maintenance Programme (RMP) also have been continuing in the rural areas. But due to leakage in the implementation stage and lack of easy access to credit, the program is not successful as expected. On the other hand various NGO's like Grameen Bank, BRAC, ASA and others are also involved with micro-credit program among the poor people, especially they are engaging poor women in economic activities for their empowerment. To have a prenis Picture of the coptioned subject a study was under lakae.

The objectives of the study was to examine the socio-economic condition of poor rural women, to determine whether the participation in economic activities through micro-credit has brought any change in their life and to make some recommendations in order to improve the present context. According to the objectives, the study was carried out in a selected village. Promary and secondary data have been used in the study. Primary data have been collected through questionnaires. In addition to that face-to-face interviews were conducted with the target group, public representative and local GO/NGO officials. Secondary data have been collected from different published materials.



The study village Tularampur is under Narail Sadar Upazila of Narail district. About 48% people live below poverty level. Out of 791 families, 52.97% depend on agriculture, 29.70% non-agricultural and 17.31% involved in different services. The total population of the study village is 4680, male is 2373 and female is 2307. Average family size is 5.91. Out of total population, 3486 are Muslims and 1194 are Hindus. Number of female respondent are 32.

In the study, the respondents opined that participation in economic activities through micro-credit has brought some changes in their social and economic life. As an effect of involving in economic activities, women have been able to improve their income status, increase food-intake, afford better housing, safe water & sanitation, etc. It has helped them in up-grading their over-all socio-economic condition. Now poor women are increasingly participating in decision making in the family.

But there are some problems in the micro-credit programs like higher interest rate, rigid repayment schedule, small size of loan, ect, which, according to the respondents are limiting the effectiveness of the program. They opined that micro-credit should continue with some changes in respect of loan size and rate of interest. It was observed that there is no-conordination among the loan giving institutions and as a result there happens to be overlapping which creates over indebtedness to the women. On the other hand, some NGOs do not encourage hard-core ppoor to receive loan.

Despite these shortcomings, micro-credit program still considered as the best means for poverty alleviation. Micro credit program creates easy access to credit and it helps the poor to borrow money without collateral. This paper also suggest some measures like introducing uniform interest rates, improve coordination among the credit giving agencies, strong monitoring mechanism and provision of training for better utilization of the credit money that might increase the effectiveness of the program to reduce poverty. From the study it appears that if women are given opportunity to participate in economic activities through micro-credit and decision-making process, the progress of village could be faster.



Bangladesh's poverty Reduction Strategy and Japanese Aids for Poverty Reduction in Bangladesh

Dr. Md. Ferdous Hossain

Poverty Reduction Strategy is not a new initiative in Bangladesh. Since The issue of poverty is related to the changes at the macro and micro levels, this issue received attention in the government planning from the very beginning after the independence of Bangladesh. It is an important part of Bangladesh economic policy. Poverty can also be reduced by generating employment opportunities and economic development activities, social developments through irrespectively their political and ideological character have formulated Annual Development plans (ADP) and Five Year Plans (FYP). Due to emphasis on poverty reduction, Bangladesh has achieved a considerable success in the field of reduction of poverty. But she faces the reality that around 43% of her citizens live in deprivation.

In line with the MGD, Bangladesh has prepared Poverty Reduction Strategy (PRS) entitled "Unlocking Potential: National Strategy for Accelerated Poverty Reduction" in 2005. PRSP is the genuinely homegrown document on the basis of broad participatory consultations of different sectors of citizens of The country . It has not received any influence of guidelines from IMF or World Bank like other developing countries making PRSP. Government of Bangladesh is very much committed to implement each of these and all of these agenda to reduce poverty.

Limited resources and economic backwardness are important causes for poverty and dependency on foreign aid. Bangladesh depends on foreign aid and assistance of the developed countries from the very beginning of its independence. Since 1985 Japan has been the largest bilateral donor of Bangladesh aid. She has contributed to overall development, building of infrastructure, development of skills, and productive systems. Japanese aids have also brought great change in our economic life.

In the PRS the govt has weelti divesiand of fund flond local resowrrcc as well Irilats at & Waltilateral aies and grauts are considoad to be the razassue baaking for the PRS. Japanis contribution in the sudeaeors of the good in of immense value.



Japan's contribution to the style country development parties provided the are to take up a study on the study Rupsha Bridge constructed by Japanese finance was chosen as a single project with a view to assess its impact on poverty reduction of the people

"Bangladesh's Poverty Reduction Strategy and Japanese aid for poverty Reduction in Bangladesh". The objective of this study is to examine and evaluate the contribution of Japanese aid to the poverty reduction of Bangladesh.

To analyze what reasons and what extent Japanese aid contribute to the socio-economic development and poverty reduction, data and information were collected through secondary sources such as books, articles and periodicals of different domestic and international agencies and primary sources such as questionnaire survey, interviews. To assess and evaluate the direct and indirect effects of Japan funded Rupsha Bridge on the socio economic development and poverty reduction, the observation of this study reveals that Japanese aid is provided for pro-poor people and economic development of this country. Moreover, Japan gives emphasis on the long demand of the people like that of Bangladesh. It has been observed from analyzing the data aid is contributing to the socio-economic development and poverty reduction in Bangladesh. The paper has been prepared on the basis of data collected from the interviews, The questionnaire and also observation of existing information available of Japanese aid policies and Bangladesh poverty reduction strategy and policies. The study Bangladesh's poverty reduction strategy, Japanese Aid for poverty reduction in Bangladesh, Japanese aid in communication sector and impact of Japan funded Rupsha Bridge were taken into consideration.

Japan provides aid to Bangladesh with certain objectives for helping economic take-off and self-help efforts. Japan has been supporting our pro-poor economic strategies, which contribute to the change of the fate of people. In spite of that Bangladesh needs to be very cautious in utilizing Japanese aid in the field of poverty reduction. The following recommendations are made for proper utilization of Japanese aid :

(1) Japan is the largest bilateral donor of Bangladesh, From this point of view, she is an important development partner of Bangladesh. In order to minimize the poverty, Japan has to be convinced



regarding the objectives and goals of our poverty reduction strategy.

(2) As Japanese aid is given for the economic take off and economic development of Bangladesh. So Bangladesh should be careful to use Japanese aid field to pro-poor activities and economic development.

(3) Consistency and continuity PRS should be ensured. Japan prefers continuation of economic policy. So, to increase Japanese aid in this sectors, continuity of economic and poverty reduction strategy is very much important.

(4) Poverty reduction strategy is related to the economic development, It should be given priority to economic policy. Poverty reduction strategy should be always an integral part of national development plan.

(5) Poverty reduction strategy should be pursued for not only poverty reduction of poor, but also for the economic development of the country.



Aesthetic beauty of Halong bay





Participants on the boat at Halong bay, in Viet Nam



BPATC Crest being presented to the Director AIT Viet Nam



Understanding E-Governance: The 'E' and 'G' Debate

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To meet citizens' expectations of today's world, governments are under pressure to become more effective, integrated, responsive and faster ones. They are under pressure to operate and respond in a different way. Even in many cases, they need to be as instant as always been ready to serve at the mouse-click of a citizen. This situation left no alternative for any government of the present world but to willy-nilly embrace e-governance.

At the architectural level of e-governance when ICT becomes the backbone and in the same time when citizen-centricity becomes the main focus or ultimate goal, it is really difficult to draw a definition of e-governance which would be able to satisfy all. "... Digital Governance is a way to ensure that common citizens have equal right to be a part of decision-making processes which affect them directly or indirectly, and influence them in a manner which best improves their conditions and quality of lives. The new forms of governance will ensure that citizens are no longer passive consumers of services offered to them and would transform them to play a decisive role in deciding the kind of services they want and the structure which could best provide the same"

Gartner Group (2000) defines e-government as "The continuous optimization of government service delivery, citizen partnership and governance by transforming internal and external relationships through technology, the internet and new media."

To figure out the inclusive aspects, e-governance can be defined as "modernizing governance through use of ICTs for good governance and democratic governance that requires to ensure greater convenience and better services for all citizens (citizens' satisfaction) and ultimately lead to a knowledge-based society."

E-governance, as a newer approach demands reform and changes in public sector's traditional structure and practices and in the relationship between the state and its citizens. The Plan of Action on



E-government for Development, recently developed by the Government of Italy and United Nations Department of Economic and Social Affairs, (Italy, 2002) describes, "E-government should be regarded as an alternative and complementary approach to government administration and service delivery, as well as a means to redefine the way it interacts with citizens and the private sector."

To understand trends and dimensions of e-governance comparing to old IT-based government it would be useful to quote Richard Heeks: "e-governance is the use of information and communication technology to support good governance. It moves old 'IT in government' models...The old model was one of information technology (IT) automating the internal workings of government by processing data. The new model is one of Information and Communication Technologies (ICTs) supporting and transforming the external workings of governance by processing and communicating data." He underlines three main contributions of e-governance: improving government process (e-administration), connecting citizens (e-citizens and e-services), and building external interactions (e-society) .

It is merely as simple as to say that 'e-governance' stands for 'electronic governance'. Nevertheless, one may debate on determining the key word in 'electronic government' or 'electronic governance' - whether it is 'electronic' (i.e. technology) or 'governance (or government)'. In the Palermo Conference (Italy, 2002), it is argued by some experts that 'e' is a major part of how we can get closer alliances to other governments, how we can build frameworks within our own regions and how we can use this tool to bring our people closer to us and create a more modern, open and democratic state. There were overturn arguments in the same conference stating 'government' as the keyword. Because, e-government initiatives lead to strengthening conditions for good governance, also because, development of e-government may be a technical issue but, first of all, it is a political one.

There were also arguments as to what does the prefix 'e' really suggests for. The Plan of Action on E-government for Development (Italy, 2002) adopts the idea that in real sense 'e' stands for (i) efficiency, (ii) effectiveness, (iii) empowerment and (iv) economic and social development.



Richard Heeks argues for neither 'e' nor 'g'; he argues for 'i-governance' saying, "In recognition of the need to integrate ICTs with people, processes and information, and the need to integrate all of these within broader direction given by governance goals, it would therefore be more appropriate to talk of 'i-governance' -integrated governance -rather than the technology-biased 'e-governance'". However, it may be interesting to note that all of these arguments are made for establishing the common understanding that e-governance is not the goal, but it is a set of tools and mechanisms to achieve governance objectives, address poverty and foster democracy and development.

Discussions, made above, reveals that e-government is not merely about deploying technologies, building websites and posting or exposing government's data/forms on it. It is about transforming and simplifying service delivery through the use of technology and enabling citizens' access and interactions. Citizens' access has to be ensured through connectivity, connectivity has to be accompanied by the availability and affordability of the technologies. This is what will ultimately foster a knowledge-based society or Information Society (IS) through networking entire set of knowledge of the society.

People remain at the heart of e-government initiatives. It is completely a citizen-centric concept of modern governance. The technologies, in particular, Information and Communication Technologies (ICTs) are the key enabler behind achieving the goals of this concept. Citizens of some leading countries already started getting benefits of e-governance practices, many other countries are proceeding ahead with these processes. Rest of the countries, including Bangladesh, also started moving. Countries of the last category yet need not to be worried, because they can evaluate the lessons learnt by early leaders and avoid trial and error approach - which would help an appropriate and speedy start-up for e-governance initiatives.





*BPATC Crest being presented to the Director of
OTOP Exhibition Centre*



Briefing in Ha Noi



TRANSFORMATION OF TRADITIONAL CROPPING IN MANGO ORCHARD:

A STUDY IN HARIAN UNION OF PABA UPAZILA OF RAJSHAHI DISTRICT

Md. Mafizur Rahman

Secretary (Deputy Secretary)

Mango is the most popular fruits of the Orient and has been called king of all fruits. It is one of the best fruits of tropical and sub-tropical region of the world. Mango is treated as the number one fruit for its luscious taste and captive flavour. It is not only delicious but also nutritiously superior. The children, young, old all preferred mango as fruit. Mangoes are in different varieties, some are very good quality and some are also like a ball of tow soaked in turpentine. Ripe mangos are eaten as desert and utilized in preparing squash, nectar, jam, cereal flakes, custard powder and baby food, mango leather (ampapar) and toffee. Yong and unripe fruits, because of their acidic taste, are utilized for culinary purposes as well as for preparing pickles, chutneys and amchoor etc. It is one of the delicious fruit and different from other fruits for its nutritious superiority and medicinal value.

The scientific name of mango is *Magnifiera Indica*, English name-mango, French-Manquier. The Bangla name 'Aam' most probably has come from the word "Amba". Somebody claims that mango originates from India but some scholars differ. It is more likely that the origin lies in the Burma-Malesian rigion. However, India is the largest producer of mango. Bangladesh is also produces a good quantity of mangoes. In 1947 Bangladesh produced 500 thousand tons of mango, which come down only 190 thousand in the year 2000. Recently, after inauguration of the Jamuna Multipurpose Bridge, mango cultivation increased. Particularly in Rajshahi region a tremendous change has been observed that the peoples are transforming their traditional agricultural land into mango orchard.

The study has been undertaken to find out the reasons of transformation, to asses the economic benefit of traditional farming and mango, to identify the grade of transformation and to evaluate the role of Zamuna Multipurpose Bridge (JMB) in mango cultivation.

Explorative and analytical tools of methodology followed in the study. Both primary and secondary data collected. Primary data collected



on the basis of questionnaire survey. Face to face interview method followed for survey. A group discussion (in-depth interview) held with some elites and government officials. Photographs was taken and used for primary source. Secondary data collected from different written publications. The total population of the study is 45. The newly planted mango orchards have been selected first and then the owner has been identified for data collection.

Sugarcane, paddy, wheat, some other different kinds of vegetables are the traditional cropping pattern of the area. It is found in the study that total agricultural land of the respondents is 229.95 bigah, out of which 20 persons had the old mango garden totaling 47.50 bigah. The old mango garden is only 20.65% of the total land. More than 12 years old garden is treated as old garden. The plant, which planted in between last 10 years, is identified as newly mango plant to understand the trend of new plantation. The total new mango orchard is 123.65 which is 53.77% of the total land. Therefore, within the 10 years the mango garden changed into 33.12% of the respondent's agricultural land. In most of the garden they planted the Laxmaobhog mango, which is not very good quality but produce a huge quantity per tree. To take this advantage, the respondents planted this type of mango more.

From the study it can be said that in the last decade a good amount of agricultural land has been transformed into mango orchard in the study area. The photographs clearly indicate the transformation of agricultural land. It is found from the study that mango cultivation is more profitable to traditional cropping. 44% replied that due to more income and 32% to avoid the heavy costing and hassle they transformed their land. 71% of the respondents think that due to Jamuna Multipurpose Bridge the mango cultivation has been increased. 73% respondents think that demand increased, and 80% think that price increase for Jamuna Bridge. It is found in the study that pure farmer transformed their land into 1.33 times, government servants 2.67 times, private service landowner 2.47 times, business community 7.24 times, Agriculturist-businessman 4.56 times, private service-businessman 1.82 times and other category 1.73 times more. Therefore, the business community has changed their land maximum into mango orchard. The government officials and local political leaders also opined that mango cultivation has increased in the area and JMB has an important role of mango cultivation.



There are lot of problems in mango cultivation. Shortage of water for irrigation, high price of pesticides, attack of pests and diseases, absence of storage facilities, lack of processing unit are identified as problems of mango cultivation. There is no loan facility is provided in mango cultivation.

The study suggests that mango cultivation should be appreciated because, it is one of the important agricultural products of Rajshahi region. From the cost benefit analysis mango cultivation is very much more profitable than traditional cropping. The bank and other financial institutions should come with financing facility. Agricultural loan should be provided with minimum interest. The private sector should establish the mango-processing units in the region. The government should come up with policy guideline for mango cultivation in a comprehensive manner so that the Rajshahi Sugar Mill will not have to face any problems. The public and private sector should take initiatives for exporting mango. The local people should be more interested in planting the high quality mangoes like Langra, Fazlee, Khirshapat, and different BARI Aam.

Though it is a small-scale study and it has lot of limitations, it is expected that the study findings will be able to throw a light on the present situation of mango cultivation. It might help in developing knowledge and skill of mango farming. The findings of the study will be a useful tool for policy makers to formulate the guiding principals. The new avenues already explored in the study will help the forthcoming researcher. The researcher strongly recommended for further research on the different aspects of mango cultivation.





Chat with the Director of AIT Viet Nam



Briefing in AIT Viet Nam



Concentration of Tourist boats at the foot of a hill at Halong bay



Book - Review

INEQUITY IN THE GLOBAL VILLAGE :

Recycled Rhetoric and Disposable People - Jan Knippers Black

Azit Kumar Paul

The book "Inequity in the Global village: Recycled Rhetoric and disposable people" by an American author Jan knippers Black, comprises 24 Chapters in 276 pages portraying 188 issues on social and economic discrimination resulted as an inevitable joint product of antagonistic capitalism. Since the review is restricted to fifteen hundred words, only crucial and influential issues are focused for presentation.

The author Jan knippers black is a professor by profession at a Graduate school in California. During her long professional career in education she served with distinction in many reputed institutions including. Antony's College, Oxford, University of Pittsburgh's Semester of Sea, the University of New Mexico. She has published more than a hundred articles and authored or edited and co-authored eleven books.

The book under review was published in 1999 in the United States of America. the book includes. some new ideas. The hospitality and intellectual stimulation of Oxford University of New Castle were acknowledged with high esteem. Due merit was given to the colleagues and students at the Monterey Institute of International Studies for the encouragement and ideas and partial contents of book are her restructured. articles previously published in different renowned journals like Z Magazine and USA Today.

The book is addressed as the "book about everything" by the author. It is not a current events book- rather a snapshot of the world of a particular time of recent past. It furnishes theory and aggregate data without making any reliance on them. It highlights linkages among trends that are seemingly divergent-even contradictory between lips and actions such as, democratization and the dissolution of states, healthy economics and unhealthy people, arms control treaties at the



summit but free fire zones on city streets, a global village but keeping restricted "for members only".

Observations and insights of people, in the context of 1980 & 1990, around the world of various scholars, classes, sectors, professions and relationships with fate of those who reap the consequences of shifts in power, paradigm and policy have been enumerated nicely in the folio.

The international development thrust that followed upon the close of world war II leased heavily on technology to solve global problems. In reality, that constituted major part of problem instead of giving solution. It was then that irrespective of technological requirement the solution to widespread poverty and growing gaps is in ensuring combination of insight and empathy of political and social responsibility.

She narrated many untold stories of world's struggle in various issues while demonstrating many pictures on abuse, social tortures, economic exploitation of material and human resources, colonial and neocolonial centers, gender inequality, insecurity of states, a dismal picture of poverty disease, incidence of clinical depression and suicide, insurgency, commercial strife etc. The pictures are taken from Poland, Central Asia, Baltic's, Belarus, Indochina, Russia, Cuba, Brazil, Papua New Guinea, Myanmar, South Africa, India and modern Muslim world. It also highlighted World Federalism- where all systems work for certain class which certainly fails to protect the interests of ordinary people. Again a global economic system over which they have beneficial linkage leaves more people to endless competition for ever fewer jobs.

The author in her book very cautiously put emphasis on economic stuns and increasing income gaps among ethnic groups in various nations particularly, nations of first and third world. Since the dawn of the industrial revolution, progress in living standards has not been steady and uniform across the globe . Rather it was upgraded at the cost of decline in other location particularly in colonial or neocolonial



centers. Following the recession of the 1980s, 1990s appeared to be a decade of recovery. In fact, growth in some regions and countries had been dramatic enough to inspire talk of economic miracles.

Social justice is another dimension that the author has depicted in her book. She opined that even the World Bank, after almost two decades of using credit to leverage policy changes disadvantageously to the poor and crippling essential services from government. In June 1997 Vice President of World Bank called for reducing the gap between rich and poor, combating unemployment, and increasing public investment in health and education. In the annual joint meeting of the WB and the IMF in October 1997, World Bank president urged for giving top priority to reducing global inequity, both within and among countries. The Inter American Development Bank (IDB) in its annual report for 1996 opined that the benefits of globalization have been unevenly distributed.

Globalization, even more than its colonialist antecedent, represents a severance of symbiosis among capital, labor and markets and even among generations and layers of management within individual companies. Objectives are narrowed to profit margins and stock values in time horizons. Sustainability of individual communities and countries and ecosystems is sacrificed to the sustainability of growth in profit margins for the corporate players. But there are limits also to the sustainability of second-coming capitalism as a system-though these limits may indeed lie in the long term.

Virtually all states in the globalized economic system are vanquished states. The public sector has been eaten by the private sector except China as in China the five hundred pound panda pleases sitting anywhere. The disinclination of the west to challenge the legitimacy of China's Government or even seriously to protest its systematic human rights abuses might be attributed to prudent caution in dealing with powerful states. But prudence in international politics is not customary. The power that takes precedence now is market power.



As per UNDP's 1997 human Development Report the poorest 20 percent of the world's population, which in 1960 received only 2.3 percent of global income, receives only 1.1 percent. Now the combined wealth of the worlds thru richest individuals is greater than the combined GDP of the forty-eight poorest countries - a quarter of all the worlds states. At ECO'92, the rich nations had promised to increase aid for sustainable development from 0.33 percent to 0.7 percent of gross domestic product. But as a matter of fact, it was reduced by 20% of the prevailing rate 0.33% re-setting 0.27% only.

Conclusion :

I would like to describe the book as one of the most critical self explanatory document for the global helpless people who are still fighting for their fundamental rights for survival. The people, sacrificing most are deprived to a large extent in so called Capitalistic Society. It is really a living societal phenomenon which can be treated as a picture of the reality. Though mechanism has been developed to plough the innocents further but there are some eyes watching the cleverish and trying hard to reduce the discrimination and ensure equity. Keeping this view in mind the author is successfully justified the naming significance and style of this book.



Hill in the sea at Halong bay



Book - Review

HEALING THE WOUNDS

Overcoming the Trauma of Layoffs and Revitalizing
Downsized Organization by David M. Noer

S M Ebadur Rahman

Deputy Secretary (OSD)

M/O Establishment

INTRODUCTION:

"Healing the Wounds" provides an antidote to the widespread malaise on the American business scene left on the way of massive layoffs. Based on original research and case study David M, Noer offers an original model and clear guidelines to the executives, human resource professionals, managers, and consultants for revitalizing downsized organizations. The tension, fear and anxiety of an old friend of author- who was a layoff survivor, prompted him to undertake this study and later on he wrote this book.

David M, Noer is the vice-president for training and education at the centre for Creative Leadership in USA. Before joining the centre Noer has served in very many organizations at different positions. He is the author of many articles on consulting skills, individual and executive development and international human resource management. He has written three other books: Multinational People Management (1975), How to beat the Employment Game (1975), and Job keeping (1976).

Noer received his B.A. degree (1962) in Psychology and History, his M.S.degree (1979) in Organizational development; and his D.B.A. degree (1988) in business administration from George Washington University.

Jossey-Bass Publishers, San Francisco, USA published this book in 1993 and now 5th edition is available in the market. It is a paperback edition and it contains 248 pages.

Components of Subject Matter:

The main agenda of this book is to explain the nature of layoff survivor sickness and to help both individuals and organizations formulate strategies to combat the situation. In the first half of the book author explained the causes of layoff survivor sickness and in



the remainder part of the book, he showed what to do about the sickness, using a four-level intervention model.

This book is divided into twelve chapters under four parts having different headings. Chapter one of part one examines the dynamics of layoff survivor sickness through a case study and a metaphor. In Chapter one author defines some jargons, which are frequently used in his book. For better understanding of the reader these terminologies are mentioned below:

- ❖ **Layoff Survivor :** Layoff survivors are those people who remain in organizational systems after involuntary employee reductions.
- ❖ **Layoff Survivor Sickness:** Layoff survivor sickness is a genetic term that describes a set of attitudes, feelings, and perceptions that occur in employees who remain in organizational systems following involuntary employee reductions. The symptoms of layoff survivor sickness are anger, depression, fear, distrust, and guilt.
- ❖ **Victim:** The term layoff victim is used in this book is to refer to the person who involuntarily leaves the organization, who is laid off.
- ❖ **Old employment Contract:** This is the psychological contract that implies that employees who perform and fit into the culture can count on a job until they retire or choose to leave.
- ❖ **New employment Contract:** This psychological contract fits the new reality. It says that even the best performer or the most culturally adaptive person cannot count on long-term employment. It replaces loyalty to an organization with loyalty to one's work.
- ❖ **Organisational Codependency:** This term is used here to describe the employee's relationship with an organization under the old employment contract.
- ❖ **Old Paradigm:** It describes the boundaries or limits once used to understand organizations, employees, and their relationship.
- ❖ **New Paradigm:** This is the broad context with which the new employment contract is manifested. New paradigm describes the boundaries of a new way of understanding employees, organizations, and their relationship.
- ❖ **Survivor Guilt:** The term survivor guilt describes a fundamental condition that leads to, and is often expressed in terms of, other survivor symptoms, such as depression, fear, or anger.



Chapter two describes the fundamental paradigm shift that has occurred in the relationship of person to organization.

Part two outlines the universality of the survivor experience and the similarities between the feelings of layoff survivors and the feeling of survivors of other traumatic situations. This part consists of three chapters, of which first i.e. chapter three explores the emotional links between layoff survivors and others who have survived trauma and tragedy. Chapter four presents a raw data from actual layoff survivors to show the depth and complexity of layoff survivor symptoms. It is to be noted that most research on layoff survivors is conducted through a summary of questionnaire results. The host organization for the research sample in chapter four was revisited by the author five years later, and the results of a second sample are presented in chapter five.

Part three is centered on a new four-level intervention model that serves as a roadmap to reestablishing healthy and productive relationships between employees and organizations in the way of continual downsizing and post-layoff trauma. Author introduces a four-level intervention model in chapter six. Chapter seven explores Level-1 interventions, which are described by the author as basic first aid interventions at the point when layoffs take place. These will not cure layoff survivor sickness but will provide damage control until more permanent solutions are found. Chapter eight outlines Level 2 interventions, which allow survivors to grieve. Author described it as the process for breaking blockages and stimulating catharsis. In chapter nine Level 3 interventions are described, which deal with the painful but liberating process of breaking away from organizational codependency. Concept of codependency to organization describes that organizationally codependent people are always susceptible to layoff survivor sickness. Those who break the bonds of organizational codependency are immune.

Chapter ten reviews the series of shifts that have made a new employment contract necessary. It suggests process for making organizational systems relevant to the new contract, which demands changes, both in organizational systems and in individuals.

Part Four explains the critical leadership challenges within the new environment of change, ambiguity, and violated employee expectations of long-term job security. Modern leadership needs new skills and a great deal of courage. Chapter Eleven examines



leadership competencies relevant in the new reality. Chapter twelve outline the ultimate existential choices that individuals and organizations now confront.

Appendix 'A' provides detail on the demographics and methodology of the survivor study described in chapter four. Appendix 'B' describes the methodology and outcomes of a study of human resource professionals who had been heavily involved in layoff administration. A bibliography is also annexed after the appendices.

CONCLUSION:

Many books have emphasized self-help for the layoff victims of organizational downsizing but do not talk about the feelings of those who were lucky to keep their jobs. Noer takes a new approach to addressing the needs of both the survivors and organizations. He suggests that while it is good that organizations provide services for the victims, the layoff process should include help for the survivors, who are often expected to increase productivity without any transition. The book is arranged around examples of the old employee-employment contract, survivor's testimonials, and how companies and individuals can change their working relationships for the new employment order. He uses a mix of modern psychology and organizational theory. He also suggests how companies should downsize; stressing the importance of compassion, communication and the acknowledgement of codependency, in which employees derive their self-worth from their role in the organization.



SECRET OF MY -----

Rina Parvin

Deputy Secretary
Government of Bangladesh

When we reached BPATC, it was just evening. We were altogether 28 participants. All seemed gloomy and tensed. We left family behind. So many worries were plying in our mind, even though we were talking to each other to share our feelings about staying at BPATC for long two and half months with exam, exercise, assignment and so on.

At last our journey on ACAD started from 5th March 2006 and we all lost ourselves in the deep sea of BPATC's rules and regulations. No way to escape, no way to protest, no way to neglect. We became student of class x appearing in S.S.C exam the next month.

But believe me I did not care for study or exam. My only one target was to reduce my weight. Because I gained much weight while working in the Secretariat for long 18 years. So I thought this was proper time to do some exercise and make my body fit for future. Besides, before coming to BPATC, my posting was in the Ministry of Youth and Sports. Fortunately I came to know the importance of sports in our daily life especially for women. All these factors made me desperate to remain strict in my promise. So I carefully examined the daily routine to see the opportunity of taking part in the exercise or play game. However, I did not disclose my plan to anyone. To bring my dream into reality, I also planned not to take weight every week rather I will wait till the course end. I forgot to tell you that the physician of the centre examined our blood pressure, weight, height etc. on the very first day. He found my weight was the highest (I will not tell you my weight now) among the female participants; but I did not have blood pressure or any other complicacy in my body.

My mission started. Every morning at 6.30 a.m. we all participated in exercise class. In exercise class we did some light exercise for 15 minutes and after that we had to walk for 2 and half km. After warm-up by walking further exercise followed for half an hour. Our diet was also very carefully selected so that we cannot gain weight. In the



morning, we were allowed to swallow only ruti, vegetables and an egg. Rice, fish, chicken, vegetables and pulses were the regular items for lunch. Every thing were limited, no excessiveness. Here I should admit that our great PMC also helped us to reduce our weight by providing such a restricted food. No consideration. Apart from that we had to attend different classes in different buildings as such we had to climb to burn our excessive fat. New dimension added when newly constructed swimming pool was also opened for us only one month later after joining the course. It was just beyond our imagination. All these encouraged me to go ahead with my dream.

We continued our struggle. I did not miss any exercise class. I played badminton. I went for swimming. Sometimes my fellow participants were surprised to see my devotion in exercise class or walking event, but I never put my ear to them. Other participants measured their weight every week, but I did not. I was just waiting for the end of the course. My expectation was to get good result not in exam or seminar paper presentation but.....

As days were passing, we all felt physically and mentally good. We discussed among ourselves about our diet, exercise, weight etc. Some of us expressed their doubt that they are not losing their weight. I kept mum. I was sure that I will be able at reduce my weight. Our physical teacher was also very cordial to win our attention in exercise class. Thanks!

At last final day came. The physician of the centre summoned us all. He preserved our previous records i.e. blood pressure, weight, height etc. It was my turn. I stood on weighing machine and stared at the physician. He told me you did not lose your weight. Before it was 70 kg now you are also on 70 kg.

I did well where I did not pay attention. But I failed where I paid attention. What is the wrong? Is it my failure or failure of BPATC. Readers you decide.



MY STUBBORN AGONIES

Md. Fazle Elahi

Time plods in the horizon in the languid night
Takes aboard my torpid agonies in its hover
And fades in the azure sky
Not to turn back its prefile.

I See it loping at the sombre hour.
And feel sultry as it whirls
Through my livid sight.
My memories rustle helpless
and saunter in the tawny sky,
Before I turn acrid again.

Time plods in the same manner,
Bending her shoulder at me,
And laughs mad,
As my face turns beryl.

My pains renew every moment
And hurls my heart with a quoit
I moan and my redolent mirth
Fades away with the time
I lament, but I cannot purge.





Participants in front of AIT Viet Nam



In the cave of a hill at the Halong bay



On way to Halong bay in the bus



অস্তিত্বে তুমি

মোঃ আব্দুল হান্নান

কাল রাতে চাঁদ উঠেছিল

অ-নে-ক বড় করে।

জোন্সার আলো-বারান্দার গ্রীল, জানালার শিক গলিয়ে,
ঘরের দেয়ালে,-বিছানায়ও ছিটকে পড়ছিলো।

জোন্সার আলো হামাণ্ডি দিয়ে

খাটের-তলার অঙ্ককার কোনেও ঢুকে পড়েছিল,

আমার শরীর অবগাহিত হচ্ছিল-জোন্সালোকে।

আমি অপলকে-জোন্সালোকের খেলাই দেখছিলাম।

ঘরের কোনায় কোনায় জোন্সালো,

দ্রাবিড় সভ্যতার তলদেশ ছুয়ে;

স্মৃতি জাগানিয়ার ধ্রুপদ অনুরননে,

ক্রমে ক্রমে আমাকে নিয়ে যায়

পুরাতন প্রস্তর যুগের বিবর্ণ সীমানায়।

স্বপ্নবিষ্টের মত আমি

জোন্সালোর ভেলায় ভেসে যাচ্ছি এবং যাচ্ছি-

আমার আমিত্ব আমাকেই

দর্শক সাজিয়ে নিঃশব্দে বয়ে চলে

জোন্সালোকের ভেলায়।

শৈশব, কৈশোর অতিক্রম করে,

প্রতিটি মুহূর্তকে ছুঁয়ে যায়-বিন্দু সময়,

নৌকার গলুইতে শরীর এলিয়ে দেয়া

গোধূলীর-মত,

তুমি-উঠে এসে সামনে দাঁড়ালে

চাঁদ পূর্ণগ্রাসের ছায়ার-মত।

মুহূর্তে আড়াল হয়ে যায়-সব স্মৃতির ক্যানভাস।

দোদণ্ড প্রতাপে-তুমি এলে অবশেষে,

তুমি থাকলে-চেতনার সবটুকু জুড়ে

এখন- শুধুই তুমি।



In a briefing session in an agro product development organization near Ha Noi



Shopping at Halong bay



Briefing at National Academy for planning and Administration Ha Noi

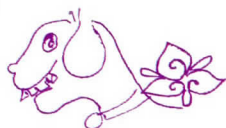




Don't Smile

I'm fed up with your jealousy
a wife tells her husband.

"Do you think I don't realise
Yours having me following by
a private detective who's
tall, blond, has green eyes
and is very nice, though
a little shy at first?"

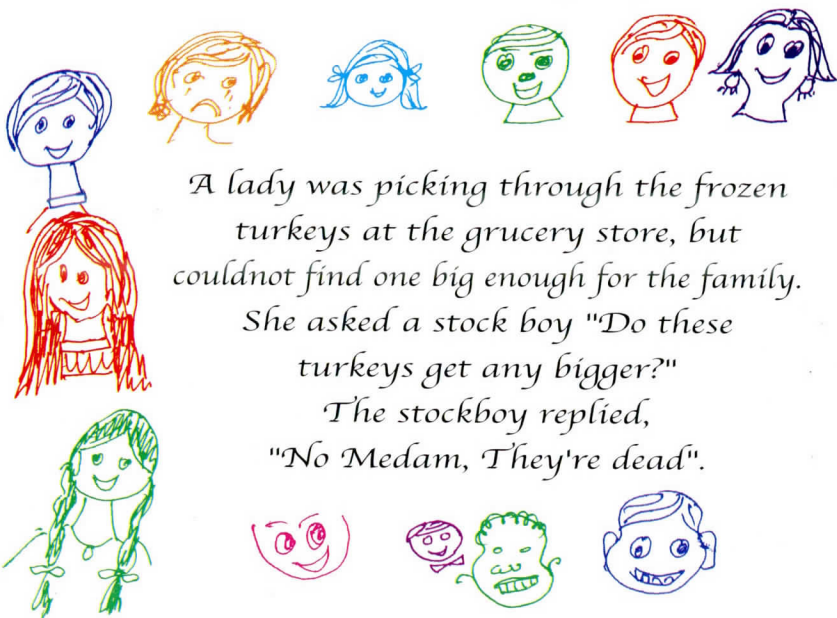


"There I was relaxing in my
favourite chair last Sunday,
an office worker told another,
"reading the newspaper, watching
TV and listening to another radio,
drinking beer, eating snack and
rubbing the dog's tummy with my
fool-and my wife has the nerve
to accuse me of sitting there
doing nothing."



Doctor, "Did you take my advice
about your insomnia and count before
going to sleep?"

Patient : "Yes, I got as far as 24,534
and then it was time to get up".



A lady was picking through the frozen
turkeys at the grucery store, but
couldnot find one big enough for the family.
She asked a stock boy "Do these
turkeys get any bigger?"
The stockboy replied,
"No Medam, They're dead".

"President bush has said that he
does not need appoval from UN to wage
war, and I,m Thinking, well, hell,
he didnt need the appoval of the
American voters to become president, either."

Collected by :
Kajal Islam

