

Memory



Bangladesh Public Administration Training Centre

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



রাষ্ট্রপতি
গণপ্রজাতন্ত্রী বাংলাদেশ
ঢাকা।

১৫ বৈশাখ ১৪১৬
২৮ এপ্রিল ২০০৯

বাণী

বাংলাদেশ সিভিল সার্ভিসের সর্বোচ্চ প্রশিক্ষণ প্রতিষ্ঠান 'বাংলাদেশ লোকপ্রশাসন প্রশিক্ষণ কেন্দ্র (বিপিএটিসি)' সভার আগামী ২৮ এপ্রিল ২০০৯ তারিখে প্রতিষ্ঠার ২৫ বছর পূর্তি উদ্‌যাপন করতে যাচ্ছে জেনে আমি অত্যন্ত আনন্দিত। এ উপলক্ষে আমি এ প্রতিষ্ঠানের রেজিস্ট্রার, অনুষদ সদস্য, কর্মকর্তা-কর্মচারীসহ সংশ্লিষ্ট সকলকে আন্তরিক অভিনন্দন ও শুভেচ্ছা জানাই।

১৯৮৪ সালে প্রতিষ্ঠার পর থেকে বাংলাদেশ লোকপ্রশাসন প্রশিক্ষণ কেন্দ্র একটি উন্নত পেশাদার প্রশিক্ষণ প্রতিষ্ঠান হিসেবে সুনাম অর্জন করতে সক্ষম হয়েছে জেনে আমি খুশি হয়েছি। সময়ের ব্যবধানে এটি পরিণত হয়েছে বাংলাদেশ সিভিল সার্ভিসের বিভিন্নস্তরের কর্মকর্তাদের তীর্থভূমিতে। আমি দৃঢ়ভাবে বিশ্বাস করি, বাংলাদেশ সিভিল সার্ভিসের কর্মকর্তাদের পেশাগত দক্ষতা উন্নয়নের পাশাপাশি তাঁদের তথ্য-প্রযুক্তি জ্ঞানে সমৃদ্ধ করতে প্রতিষ্ঠানটি যথার্থ ভূমিকা পালন করবে। আমি আশা করি বিপিএটিসি প্রশিক্ষণের ক্ষেত্রে যে আন্তর্জাতিক মান অর্জন করেছে তা সংশ্লিষ্ট সকলের ঐকান্তিক প্রচেষ্টায় অব্যাহত থাকবে।

আমি বিপিএটিসি'র ২৫ বছর পূর্তিতে প্রতিষ্ঠানটির উত্তরোত্তর সমৃদ্ধি কামনা করি।

খোদা হাফেজ, বাংলাদেশ চিরজীবী হোক।

মোঃ জিলুর রহমান

মোঃ জিলুর রহমান



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



PRIME MINISTER
GOVERNMENT OF THE PEOPLE'S REPUBLIC OF
BANGLADESH

15 Boishakh 1416
28 April 2009

Message

I am glad to know that Bangladesh Public Administration Training Centre (BPATC) is going to celebrate its Silver Jubilee on 28-29 April 2009. I appreciate the initiative to publish a souvenir to make the memory of the Silver Jubilee long lasting.

BPATC is a centre of excellence for the country's civil servants to acquire professional knowledge, appropriate skills and proper attitude. This is the place where wide windows of wisdom, patriotism and sagacity are opened and new horizon of friendship is created.

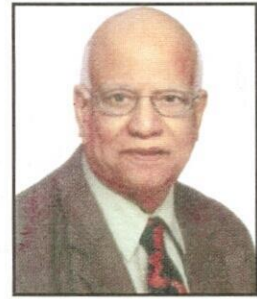
The new outlook opened up in BPATC adds momentum to professional efficiency and inspiration to build a happy and prosperous Bangladesh envisioned by the present government.

I wish BPATC and its wide range of stakeholders every success.

Joi Bangla, Joi Bangabandhu
May Bangladesh Live Forever

Sheikh Hasina

Ministry of Finance
Government of the People's
Republic of Bangladesh
&
Chairperson, Board of Governors
BPATC



Abul Maal A. Muhith
Minister

Message

It is a matter of great pleasure to me that the Public Administration Training Centre is celebrating its Silver Jubilee this year. They are publishing a Souvenir to commemorate the celebration. I wish I could write an article for this souvenir. But pressing engagements do not allow me the time to fulfill my wish.

BPATC was conceived to be both a training academy and a centre of excellence in public administration. It was given an important role in human resources development in the country. All public servants are trained in this institution. This institution turns a university graduate into a responsible civil servant.

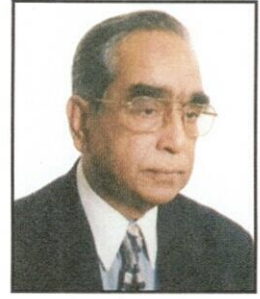
As a nation we have not done enough in fashioning an efficient and well-informed civil service. This institution, however, has been struggling very hard to ensure that all civil servants receive proper training to meet the challenges of a fast changing society.

On the occasion of the silver jubilee I congratulate those who have provided and also are providing devoted service to the development of human resources in Bangladesh.

I wish BPATC a grand success in the celebration of their silver jubilee.

(Abul Maal A. Muhith)

৭/৭/০৭



এইচ টি ইমাম
মাননীয় প্রধানমন্ত্রীর সংস্থাপন ও প্রশাসন বিষয়ক উপদেষ্টা

MESSAGE

It is a matter of pride and happiness for me to know that Bangladesh Public Administration Training Centre (BPATC) will celebrate its Silver Jubilee on 28 April 2009. On this day, twenty five years ago, I had the privilege of hosting the inaugural ceremony that marked the beginning of PATC. That unique event was presided over by the then President of Bangladesh.

On this happy occasion I congratulate all successful trainees of different courses, members of the Board of Governors, members of the faculty and the staff of BPATC for their remarkable performance that helped reach today's height. I sincerely hope these trainees and the faculty members will contribute towards the development of our country through their patriotism, devotion to duty and professional brilliance.

I trust that BPATC as an apex training body will continue its journey ahead with knowledge, skill and appropriate sense of values. I look forward to BPATC becoming a centre of excellence in the real sense, the objective with which it was launched in 1984. I wish the Silver Jubilee celebrations all success.

H. T. Imam



Cabinet Secretary
Cabinet Division

Govt. of the People's Republic of Bangladesh

Message

I am very happy to know that the Bangladesh Public Administration Training Centre (BPATC) is going to celebrate the Silver Jubilee of its establishment. I am also pleased to hear that a souvenir will be published to keep the occasion memorable.

The principal objective of the BPATC is to develop a knowledgeable, spirited, dynamic, competent, output-oriented and caring corps of public servants. Since its inception 25 years ago, the BPATC has been successful in achieving its objectives. Because of its relentless effort in the field of training, the BPATC has now become a well reputed apex public sector training institute both in home and abroad.

I congratulate the authority of the BPATC on the occasion of its Silver Jubilee. I wish continued success of the Bangladesh Public Administration Training Centre.


5.4.2009

M Abdul Aziz



Iqbal Mahmood

Secretary

Ministry of Establishment

Government of the People's Republic of Bangladesh

MESSAGE

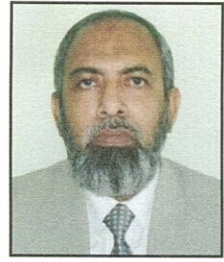
Any occasion of celebration usually gets into the blend of rejoicing and remembrances. But when that is about an institute of national stature, it takes us to a lot more. Revisits to past, reflections on achievements, dispassionate reevaluations of successes and failures, and so on may stay at the core of how we go for the celebration. The Silver Jubilee-2009 that marks the twenty-fifth anniversary of BPATC's founding should therefore be valued not merely as a festival by itself but should uprightly be looked upon as a very significant and outstanding event of rediscovery for all of us- those employed in and concerned with state governance, public administration and service delivery.

It is undeniably true that the importance of training and other human resources development activities are the most effective vehicles to enrich knowledge and sharpen professional skills concomitantly etching fine impact on attitude of the target group and making them adaptive to changes and challenges as well. Moreover, so is the value that we may put higher on the institutions dedicated to organizing programmes that are geared towards developing the client people's potentials in tune with the relevant jobs and organizational needs. Taken that in view the gamut of contributions made by BPATC spacing over 25 years in the area of HRD is laudably enormous.

On registering my warm congratulations on the grand occasion of the Silver Jubilee-2009 of BPATC, I would therefore wholeheartedly feel glad to see this auspicious event happening in excitingly festive and fruitful fashions. I do sincerely wish to recall and hail all the distinctive achievements scored by this apex National Training Institute of Bangladesh so far since 1984.

For now I on behalf of the Ministry of Establishment as well as a BOG- member of BPATC, would wish the fullest success of the Silver Jubilee of BPATC- 2009. I, nevertheless, humbly acknowledge the great contributions of all the stakeholders of this prestigious Institute involving its sponsors, operational partners, service providers, participants and facilitators who put in their unremitting efforts to take BPATC on to the height of an enviable centre of qualitative and structural excellence.

Iqbal Mahmood



Rector

Bangladesh Public Administration Training Centre

Message from the Rector

It is indeed an immense pleasure for me that a souvenir is being published to commemorate the Silver Jubilee of BPATC's birth anniversary to mark 25 years of its glorious journey.

The advent of 21st century has brought about sweeping changes in national and international socio-economic, political and environmental arenas. Coping with such changes is a big challenge and it needs development of human resources to face it successfully. In this backdrop, Bangladesh Public Administration Training Centre (BPATC) accepts the challenges and plays a vital role in human resource development particularly in the public sector. Over the years, since its inception in 1984, BPATC has flourished as a centre of excellence in public sector training. It endeavours to provide public sector officials with an extensive knowledge of public administration, management, development economics, research, information technology, etc. and equips them with necessary skills to face any situation prevailing in their work place. Now I am really happy to see that BPATC is discharging its duty to turn the dream of its founding architects into reality.

This souvenir is an edifice of co-operation and joint efforts of all the members and well wishers of BPATC. It will be a bright milestone in the history of intellectual achievement of BPATC.

I wish BPATC's success in developing the future leaders of Bangladesh.

(Md. Abdus Salam Khan)

Rector



Convener's Apology

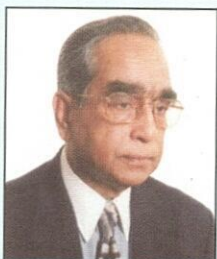
It is a matter of great pleasure and honour for me to note that Bangladesh Public Administration Training Centre (BPATC) celebrates its Silver Jubilee on 28 and 29 April 2009 with due festivity. On this auspicious occasion, we decided to publish a commemorative souvenir. With a view to making this programme a success, BPATC formed 14 (fourteen) sub-committees. Under the able leadership and active encouragements of honourable Rector of the Centre, each sub-committee worked with endless zeal and sincerity to fulfill its designated targets. It gives me immense satisfaction that all members of my Publicity and souvenir sub-committee worked very hard to publish a standard souvenir to leave an imprint for the event. Without their committed efforts, this souvenir would never have seen the light. They were equally earnest in carrying out activities for its proper publicity. I am indebted to these colleagues. I am also grateful to all distinguished contributors who helped me publish the souvenir through their articles, advertisement and so on. One particular point I should mention here is that, though all articles of the souvenir are reviewed by a board of editors, the views expressed in these articles are exclusively honourable writers' opinion and that they do not necessarily reflect BPATC's views. I take the opportunity to convey my sincere thanks and appreciation to all of them—to the Rector of the Centre, to the contributors and to all members of the sub-committee for their invaluable supports.

However, no human activities are flawless and, I should acknowledge, the souvenir might bear some errors and lapses. I shoulder all these shortcomings and apologize for the same. The credits, if any, with the souvenir are due to my colleagues and respected contributors.


Zishan Ara Arafunnesa
MDS (M&PA)
and
Convener
Publicity and Souvenir Sub-committee

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PATC: The Genesis

H. T. Imam*

Twenty five years ago today Bangladesh Public Administration Training Complex (now Centre) sprang into life. That was the realization of a dream for me and my colleagues who had worked so hard and so long for that day. In 1977 I was appointed Project Director of the newly established Administrative Staff College. I took up the assignment as a challenge and in good spirits. Little did I know at that point of time that this small project would one day blossom into a full-blown multi-faceted institution as it is today.

Bangladesh Administrative Staff College was then located in the MPs' hostel at Shere-Bangla Nagar. This was an ad hoc arrangement and not at all satisfactory. The Ministry of Establishment wanted a new campus, custom-built, for the BASC on the pattern of the Administrative Staff College at Henley on Thames or the Indian Administrative Staff College at Hyderabad. The Rector was Mr. A. Rahim of the Police Service. There was one very weird character in this outfit, Mr. Nurus Safa, who came from the Education Service. He didn't have the ghost of an idea about the civil service or a training institute. When I joined the staff college, Mr. Noor Mohammad was the Establishment Secretary (CSP, 1954 batch). Later, Mr. Fayez Ahmed took over (former BCS). In 1982 or '83 Brigadier Yusuf Haidar joined as Additional Secretary. Surprisingly, he was a big help.

We started with a clean slate in 1978. For me, personally, that was an asset. My previous, but not too distant, experience of building up the edifice of the new Government of the People's Republic of Bangladesh helped me immensely. I had my old friends and senior colleagues in the Government who helped me with ideas.

Building an institution is not just having a new physical infrastructure. It must have good faculty, appropriate training programmes, curricula and delivery system. All of these must cater to the needs of the clientele: the trainees. Who are they? What are they? What background do they come from? Where will they go after training? What are their career objectives? Above all, what are the requirements

* Adviser to the Prime Minister and first Project Director of BPATC

of the employer, the government? The government must formulate its policies first, then delineate the objectives and fix priorities. The civil service (not just administration) has to be organized, reoriented and trained accordingly.

When we set out to plan a new Administrative Staff College, the apex organization of the training pyramid, the first task was to know the requirements of the government. The second was to conduct a survey of what we had and what we wanted. The third was to determine the needs of the government personnel.

To begin the work we decided to conduct a "training needs survey" covering the Ministry of Establishment and its three institutions, Administrative Staff College, National Institute of Public Administration and Civil Officers' Training Academy. The survey took more than three months, but produced a very good report. The most important recommendation was an integrated project that would cover the entire gamut of public service centred round the Ministry of Establishment: (a) starting with recruitment, then training, placement, career progression and other ramifications; (b) computerization of records and personal files; (c) introducing MIS in government. The idea of having one complex or centre was the outcome of practical considerations that surfaced during the project preparation phase.

The Administrative Staff College was facing serious accommodation problem right from the date of inception. Our first objective was to house it in its own place. Then started the hectic search for a large enough space to build the facility in as short a time as possible: spatial consideration plus ready to build plot of land. The idea of a campus within the city was ruled out. Both cost and time would be prohibitive. To save cost, we looked for government land on the outskirts of Dhaka. On the north we could go beyond Tongi or Gazipur, but no sizable land was available. Between the city of Dhaka and Savar most of the land was under water. So we decided to go beyond Savar. Finally, we set our foot on this land where PATC stands today.

Although this Khas land was under the occupation of Jahangirnagar University. With the active support and cooperation of the then Vice Chancellor Professor Zillur Rahman Siddiqui we could get a chunk of 55 acre for our campus. Mr. Khaled Shams, the Principal of COTA helped me enormously.

While this process of land development was in progress we embarked on the arduous work of formulation of the project itself. There were several aspects of this work. One, the physical facilities; second, the development of faculty; third, the cost calculation and budget estimates. The next big question was: for whom

shall we build the campus? Initially it was the BASC alone. Later we had to expand our vision. What about the other training institutions, namely NIPA and COTA? They had their own buildings and facilities. And that was the problem, especially for NIPA. This beautiful structure was right inside Dhaka University and extremely vulnerable because of the student activities all around it. NIPA was the training centre for the midlevel officers of the government and its agencies. Dr. Shaikh Maqsud Ali (CSP, 1959) was initially against shifting. But later decided to come with us. The Principal of COTA, Mr. Khaled Shams was with me all the way.

So all of us decided to "Co-locate" (this is a word I devised to describe the project) the three institutions under one umbrella: Public Administration Training Complex. The rationale behind this decision was simple. (a) The trainees of the three institutions serve the public through the government machinery. At various stages of their career (probation, mid-level and senior-level) the trainees have to work together. In stead of separating one group from the other, it is much healthier to bring them together. The juniors get to know the seniors and learn from them. The seniors can interact with their juniors. Thus an *esprit de corps* develops. (b) There is a huge saving in terms of administrative cost and logistics.

The work of shifting two established institutions and setting up another on a new location was easier said than done. The most important achievement was to win the hearts and minds of the personnel of these facilities to go out of Dhaka. Initially there was enormous resistance, both from the officers and the staff. Leaving settled life in Dhaka and go for an uncertain future was their big psychological problem. This was overcome with persuasion, cajoling and inducements. Accommodation for all, rent free for the staff, gas, electricity and water connections free of cost (with electric fans and gas ovens provided); school, clinic with medical facilities; easy access to and from Dhaka (free transportation) for those who stayed in the city and for the children and wards attending higher education.

While catering to the training needs of the officers, we could not ignore the staff, who provide support to the government at every stage. There was one staff training institution in Dhaka, called the Regional Staff Training Institute (RSTI), located in Dhaka (existing), Chittagong, Rajshahi and Khulna (brand new facilities) they were brought under the overall supervision and management of the PATC to provide linkages. It is a matter of pride and satisfaction for me that this institutional arrangement is working well today.

One major handicap in developing the PATC, MIS and Computerization project was financing. In the late seventies and early eighties, it may be recalled, it was

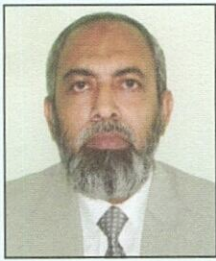
effectively a military government in control. The Government was quite stringent in sanctioning new projects, especially training institution for the civil servants. Outside the usual Planning Commission and ECNEC scrutiny and approval there was a pruning committee headed by Maj.Gen. Shamsuzzaman. There was another committee under Brigadier Enam. Cost-cutting without consideration of practical needs was Shamsuzzaman's motto. The result was drastic reduction in the size of the project. The hardest hit were the dormitories for the trainees and the staff quarters. To this day the trainees are suffering for this unrealistic "pruning". I feel sorry when I hear this.

The most redeeming feature in this entire exercise, that lasted almost two years, was the solid support and cooperation that we received from the Planning Commission, the Ministry of Finance (ERD included) and Ministry of Establishment.

Mr. M. Mujibul Haque (our senior colleague of the 1954 batch), member of the Planning Commission, programming division and his other colleagues, the then Finance Secretary (can't recall his name) and Mr. A.M.A. Muhith, then Secretary, ERD helped PATC every step of the way.

The saga of PATC would remain incomplete without special mention of the assistance provided by the World Bank and the UNDP. There was initial reluctance of the World Bank. Up till early eighties, the Bank or its soft-loan affiliate IDA, had never provided loan or assistance to any training project. I was able to convince them that training was the most important input for development. Without training and orientation we could never expect a responsible, receptive and accountable civil service. It is the members of the Civil Service who are responsible for preparation, implementation, monitoring and evaluation of development projects. They must learn to be responsive to the public demands voiced through their elected representatives. It is here that training plays a major role.

The World Bank and UNDP ultimately financed the entire project (except those built by the Government). Major components like the library, lecture theatre, auditorium, and other common facilities were built with IDA funding (practically grant). The other major component of the IDA assistance was development of the faculty. Bangladesh Government entered into a contract with the American University of Washington, D.C., and the Institute of Public Administration, New York for joint faculty development programme with IDA financing.



Training, Practice and Rehearsal

Md. Abdus Salam Khan*

Sometimes a costly failure is a good stimulant for training. But for the failure an organization or even the nation may have to pay a high price. Price might be so high that it could cover the cost of training for decades. Awareness about training and practice is so poor in an organization or even in an individual that he/it may take training as a trouble for himself or for family and a problem or loss for the organization. When somebody is selected for in-country training his family problems become sometimes unsurmountable. Most of the time the nominee is able to convince his boss that his nomination for the training is untimely and unplanned and it will be a great loss for the office. At that time he should not be spared for the training. Many times he becomes successful. But if the same person is selected for a foreign training the scenario may be different.

Now the question is what tasting salt is added to foreign training. Perhaps there are some attractions for it. Sometimes through foreign training he can obtain a higher degree which is an extra credential for him. It helps to have promotion in the present job and even opens a window to get a new job in a U.N body or some private organizations with higher remuneration. It is needless to mention that he can make some savings from the stipend he is given for the foreign training. So money is a great incentive for training. We are to see that whether we can make training attractive by adding some tasting salt to it. Even a short exposure visit to a neighbouring country might work as an incentive for joining a training course.

Faculty Development

Faculty is another attraction for training. If the participants could understand that they could learn much by joining a training course they would be encouraged to do so. Hence when posting is given to the training institutions perhaps much care is to be taken to set academically brilliant officers. Even we have problems in our mind-set. Many of us are power hungry. We feel less attraction for

* Rector, Bangladesh Public Administration Training Centre.

academic work. I don't wish to demean the importance of the business in the ministries or directorates. But we should put more emphasis on the quality of institutions which will be producing manpower for those organizations like ministries and directorates. We tend to believe that good faculty improves the quality of an institution. So could we take much care for selecting people for training institutions? Could we add some non-monetary incentives for those bright people who will be working in the less glamorous places like BPATC? On time promotion, foreign training, inclusion in the team of the prime minister, or the ministers for foreign visits may be good non-monetary incentives. Financial incentive like a bonus equal to two months pay per year may be an incentive for working in a training institution. All these have to be considered as input for quality training. Even the experience of foreign visits with the prime minister or a minister may be a good input for training on aid and trade negotiation.

What is the Loss Encountered for Lack of Training

Simple equation is that if preparation is better then problems of implementation is less. With adequate skilled manpower, the efficiency will be higher. Efficiency is defined as a certain output for a given input. If the output is higher for the same input then the implementation is efficient. Financial cost is not every thing. Time is also a valuable resource. Implementation time will decrease if the manpower is well trained and implementation is seriously monitored.

Let us look at the costly failure for perhaps the inefficient handling of the fire accident of Bashundhara City Complex on February 13, 2009. As is known from media fire accident happened at half past one in the afternoon and burning continued up to quarter past nine in the evening. Why burning continued for more than seven hours is a subject of investigation. But why did it take about eight hours to bring the flame under control is a valid question of the common people.

The fire started at 1-30 PM on the 17th Floor of Bashundhara City Complex and continued up to 9-15 PM on the 14th floor. One executive of the Bashundhara Group Mr. Zahidur Rahman said that at about 2 PM on eastern part of 17th floor fire occurred first. Another executive said that in the design of this modern shopping mall cum office tower all arrangement for fire fighting was existent. But none could use it for lack of proper training (The Prothom Alo, March 14, 2009, P-2). A news item in the Daily Star on March 15, 2009 under the banner head "Dangers Lurk in City Skyscrapers" begins like this. "Most of the multistoried buildings in the city are dangerously exposed to fire disasters as they lack adequate fire fighting equipment and properly trained personnel". Though it is clear that the shopping mall cum office tower had adequate fire fighting

equipment, yet those could not be used to fight the fire which caused colossal damage. Perhaps training came up as an important lacking to use the modern fire fighting equipment at the time of crisis.

"Seven floors of Bashundhara City Complex were gutted on Friday at noon as it caught fire on the 17th floor. In this occurrence seven got killed and fifty were injured (The Prothom Alo March 15, 2009, P-1). Other than this a lot of properties including the building were damaged. In the food court lot of cooked food, fresh vegetables, raw meat and fishes were destroyed amounting to a damage of Taka 35 lacs (The Daily Janakantha, March 15, 2009). So as a whole damage was colossal in terms of money and life as we failed to put off the fire by fighting with it. So whatever may be the cause of failure, it is a big question whether we should be a victim of such a costly failure when all the firefighting equipments were existent in the building itself. The healthiest horse could not be galloped only for the want of a stick. Such a big management failure should not repeat in any organization in future.

Training in the Public Sector

Training is an important part of Human Resource Management. The main objective of training is efficiency enhancement i.e. to improve the effectiveness of the performance of an officer in the public sector. In Public Administration training will mean a "conscious effort made to improve or increase an employee's skill, powers of intelligence and to develop his attitudes and schemes of values in a desired direction (Sachdeva P.359)". But in Bangladesh we mostly depend on traditional system of training i.e. learning by doing. In this era of modern technology traditional system of training is not enough. During British period ICS officers selected from India were attached to Oxford or Cambridge University for two years to learn Indian law, history and language. But now-a-days in Bangladesh the officers are trained mostly at BPATC and in other professional training institutions. A few are sent abroad to different universities or institutes for higher training. So the role of BPATC in Public Administration of Bangladesh is very important.

BPATC was established in 1984 through the Bangladesh Public Administration Training Centre Ordinance of 1984. In the Public Administration Training Policy 2003, it is described as an apex training institute in Bangladesh. It is ascribed a very high position in the field of training. So far BPATC trained 24261 people in last 25 years.

Total Training Achievement (1984 to 30 March 2009)

Name of the Course	Number of Course	Number of Participants
A. Core Courses:		
1. Foundation Training Course	43	7,783
2. Special Foundation Training Course	19	3,364
3. Advanced Course on Administration and Development (ACAD)	65	1,751
4. Senior Staff Course (SSC)	50	935
Total	177	13,833
B. Short Courses :		
1. Policy, Planning & Management Course	03	55
2. Half-day Training for Secretaries	01	08
3. Other Short Courses	375	10,365
Grand Total	556	24,261

The curriculum of training in BPATC is continuously updated through feed back from the participants. Moreover workshops are also arranged for updating the curriculum of different courses. ICT, car driving and developing skill in English language are introduced in the training courses of BPATC. But in a recent staff meeting one of the faculty members raised a pertinent question that is there any qualitative improvement in the training of BPATC since its birth. If we look back we can see there is a change in the number of participants and number of courses in BPATC. Let us look at the following table :

Name of the Course	Number of Participants			
	FY 1990-1991		2007-2008	
	Number of Courses held	Number of Participants	Number of Courses held	Number of Participants
Foundation Training Course	02	244	02	447
Advanced Course on Administration and Development	02	31	03	83
Senior Staff Course	02	31	02	46
Short Courses	-	-	11	411
Total	06	306	18	987

So number of courses increased and number of participants also. But whether quality of training has improved is a question without a good answer. There should be some research work on this issue. But one point is clear that BPATC could not attract any overseas participants so far. That is a big deficiency in the history of BPATC. BPATC should sincerely try to achieve a standard that it can attract overseas participants.

20 Hours Training Per Year

"Training for All" may be a good slogan in Bangladesh. Singapore plans to give hundred hours training to all civilian employees of the Government every year. We in Bangladesh introduced 20 hours training programme for every civilian employees in 2007. BPATC is pursuing 20 hours training for its employees also. But I am in doubt if it is followed in all other ministries and departments. Ministry of Establishment may pursue the programme allover the country. But for pursuing the programme we think training facilities has to be developed at district and upazila levels. Otherwise it will not be possible to cover all civil servants right from secretary to peon under the programme of 20 hours training per year.

Successful Application of the Training Skill

Failure to impart training to the civil servants may be a costly mistake. We want to avoid it. Moreover we want to improve the level of using the acquired skill in every organization. That is why we need to do three things namely (a) impart training (b) ensure practice and (c) encourage rehearsal. There should be an arrangement for imparting adequate training for the job one is employed for. But the skill acquired through that training should be used repeatedly through practice for acquiring speed and accuracy. Only then it is possible to attain efficiency in doing a work by using knowledge and skill attained through training. It needs the wholehearted support of the top management of an organization. But to get the common people involved in the successful application of the skill acquired through training, we need to go for formal rehearsal. Because common people are not trained in the skill. They should be involved in the application process of the training related skill through rehearsal. Moreover it will help to know if the system will work at the time of crisis. It will also help to judge how others will behave in the real life situation. After Bashundhara City Complex accident awareness for practice and rehearsal has tremendously increased. Hurriedly fire fighting rehearsal is done in the Bangladesh Secretariat on March 19, 2009. Media highlights that even private sector people are now very eager to

participate in rehearsal of fire fighting. It is a good sign. To avoid future loss we need to go for fire fighting rehearsal frequently. Because it is not a one time game. It should be done again and again.

Recently I went to Manchester University to supervise the training activity of the MATT-2 course. In the morning I was taking breakfast in the canteen. Suddenly fire alarm rang out. With others I rushed to the open air to escape fire accident. But later we could come to know that it was a rehearsal about the fire alarm. Our awareness should go up to that level in both public and private organizations.

Conclusion

At the time of crisis we like to use our skills acquired through training with speed and accuracy. To ensure that we must do practice and rehearsal after training. The expenditure incurred in training, practice and rehearsal will help to avoid future bigger losses. It will also help increase speed and accuracy of using the skill acquired by training.

To impart training to all, there should be created adequate training facility for the civil servants throughout the country. Training facility may be developed at district and upazila levels for imparting 20 hours training per year to all the civil servants of the public as well as the private sectors. Only traditional training system will not be enough. Civil servants should be imparted training at home and abroad. Moreover quality of training delivered at BPATC and other professional training institutes should be assessed and improved further.

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Contracting out, Stakeholders and Accountability

Iqbal Mahmood*

Policy is a course or principle of action adopted or proposed by an organization. Policies are guidelines for people involved in the organization. It is very much important that all stakeholders are involved in the process so that they are committed to the policy. Largely speaking, those decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders.

We do not find much literature on stakeholder and accountability. Networking through stakeholders is a tool for policy development. How organization will be accountable to the stakeholders is really a big fact in issue. Queensland Cabinet Office (1996), Johnson, M. & Palfrey, G. (1996), Neale, A. & Anderson, B. (2000), Anderson, J.E. (1997), Johnson, M. & Guthrie, J. (1994), Ewoh, A.I.E. (1999). Gibson. (1999) analyze stakeholders and concept of accountability on the basis of literature, journal articles, textbooks etc. These authors have analyzed government documents, different acts, to put forward their arguments. In their analytical point of view, identifying stakeholders is an important step of policy process. The main themes are that in public service delivery there is always a wide range of stakeholders such as those who are paying for the service, providers, tax payers, managers, public representatives, media and so on. They maintain that in a democratic setting, the services and policies must be acceptable to key stakeholders. Accountability for actions taken implies an obligation both to report on those actions and to accept responsibility for those actions. Accountability determines the right to know. Accountability also has a decision-making aspect, which is focused on reporting to stakeholders who have role in decision-making.

We know that corporate accountability means providing stakeholders with the information they need to make informed decisions in the market place. In their

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analysis they have not come up with the means of ensuring accountability to the stakeholders. Without such mechanisms of accountability, the private operators responsible for public provisions on contract will be evolved into uncontrolled and uncontrollable. If we are unable to control those providers then they will have more power than the communities and nations in which they operate, in absence of accountability, contractors will dominate governments, economies and our daily lives. In their search, these aspects of accountability should have been incorporated. In their analysis, they have focused on top-down approach working through corporate, accounting and political leaders. But we know that top-down approach do not work because it has no grassroots foundation. These authors have not covered the aspect that lasting accountability will require a strong foundation from the button-up. Furthermore, they have not discussed the means of stakeholder-based accountability for the actions of contractors responsible for serving the community.

Contracting out has become an order of the day for government management. With such a shift from bureaucratic to private delivery of public provision raises fundamental question of accountability. We find a wide range of literature on this issue. But it is hard to find a conclusive answer to the question of accountability under contract regime. Mulgan, R, (1997), Beresford, Q. (2000), O'Faircheallaigh, C. & others. (1999) use analytical methods in discussing the issue of accountability in connection with contracting out of government provisions. Different acts, submission to the committees, reports and related literatures are the basis of their analysis. The main themes of their analysis are that contracting out has reduced government accountability. Contracting out of government provision involves reduction in accountability through the removal of direct departmental and ministerial control over the day-to-day actions of contractors and their employees. They argue that accountability is also to be reduced through the reduced availability of peoples' redress under different acts and instruments. On the other hand, they are of opinion that accountability may be enhanced through improved departmental control on the basis of comprehensive contract specifications. But they have not categorically put forward the mechanisms of control to ensure accountability. Some of them have cited Industry Commission report (1996), which claims that contracting out does not reduce accountability. The report says that delegation of responsibility in way of contracting out does not affect the extent of accountability. The public agency letting of the contract for public services remains just as accountable for the provision of services as it would if the services were provided in-house within the agency or department.

The Industry Commission argues that the contracting out of services by officials at any point is essentially same as the delegation of duties to departmental subordinates. Hence, the officials including the minister are accountable for actions they have authorized, whether public servants or independent contractors take these actions. Contracting out does not entitle governments to wash their hands of concern for the quality of service provided to the public. Therefore, government officials need to see that contracts are properly drawn up and properly carried out. If the services are deficient, the department and the minister will be held responsible and accountable as well for the delivery of services. Contracting out through competitive tendering creates efficiencies and keeps costs down. It also offers the benefit of greater direct control over policy by directing the actions of tendering agencies. It is true to say that contracts should be comprehensive, transparent. But how to provide for adequate mechanisms to deal with grievances and complaints from service users is very much important. On the other hand, information about the arrangements should be accessible to the public but contractors will be reluctant to disseminate information as trade secret. The authors have not pointed out those aspects of public accountability.

Controlling non-profit organizations being engaged with providing government provisions under contract has become an issue of debate. How could they be accountable to the public while they maintain their independent character in operation poses a threat to accountability question? On the basis of literature, research studies and some hypothetical examples, Gates, S & Hill, J, (1995), Woodward, D, Parkin, A, & Summers, J. (1997), Johnston, J.M. & Romzek, B.S. (1999), argue that accountability is the need to hold those making or implementing public policy responsible for their actions and choices. The main themes of their writings can be summarized in a way that elected officials have a variety of tools to control governmental organizations to which they appoint members and delegate powers. But when public provisions are provided through non-profit organizations then because of their independent nature it is very difficult to control those organizations and ultimately accountability is reduced. But they fail to give us the ways and means of ensuring accountability in providing services through non-profit organizations.

When public provisions are contracted out, accountability remains with the organization contracting for. What really is the mechanism to get contractors accountable equally with the agency is a cogent question. Stewart, R.G. (1999), Sturgess, G. (1996), Greve, C. (2000), Small, R. & Ranald, P. (1998) say that

contracting out is an arrangement whereby a contracting agency enters into a contract with a supplier from outside that agency for the provision of goods and or services which typically have previously been provided internally. Some of them referred to Industry Commission report and previous studies in saying that accountability is a critical issue in contract management. There is a question as to whether contractors are accountable for the fulfillment of the terms and conditions of the contract to the minister who will take ultimate responsibility. Contracts save resources; it has clarity, control, and efficiency. We know that governments were fully involved with the services like utilities, communication, transportations, roads, maintenance of service standards, regulation and inspection, revenue collection, welfare services, emergency services, prisons, adjudications, health and education etc. But all these were also under private domain. They argue that governments have contracted out services to the private sector that cannot be supplied by government itself. Contracts are awarded based on competition between potential contractors for the work of delivering the services. The authors have cited research findings, text books, literatures, the report of The Senate Finance and Public Administration References Committee Inquiry into Contracting out of Government Services etc. and concluded that contracting out have eventually improved quality of services. But competition may result in the fragmentation of the public service, resulting in poorly integrated service delivery as public agencies divide services into contracts between different suppliers. Hence, accountability to stakeholders diminishes. Those authors have not considered these issues of accountability.

Social cost of contracting out may be enormous. Because contractors are there for making profits. On considering the experience of UK and OECD countries Ryan, N. (1999), Rhodes, R.A.W. (1994), Hughes, O.E. (1998) say that accountability is the obligation of subordinates to account to their superiors for the performance. It is an aspect of responsibility relationship, where one person is responsible to another for another for some jobs. In such relationships, accountability covers the obligation to account for performance and to accept oversight and direction. There are various ways by which public servants exercise their accountability to the public. The main way is through the hierarchical chain of departmental responsibility to ministers and through ministers to parliament and the public, to parliamentary committees, ombudsman, the auditor general, the administrative tribunal etc.

The main themes of their analysis are that governments move to contract out the provision of public services. The justification for contracting out is to improve efficiency in service provision by tapping the traits of competition. At the same time, there is a legitimate expectation that providers of public services paid from the public funds will be publicly accountable. Contracting out has the potential to reduce the extent of public accountability by transferring the provision of public service to members of the private sector who are generally not subject to the same accountability requirements as public officials. They have cited many existing laws and regulations for the stakeholders to seek redress of the problems. Contracting out is understood to result in services being delivered at a lower cost. Contractors are not required to bear the costs associated with public accountability and public service standards of wages and conditions. They can pay lower wages to maximize profit at social cost. The authors have not pointed out those aspects of accountability.

What is the role of elected people in question of accountability under contract model of management is a question to be considered. Minogue, M. et.al(1998), Alam, Q. & Pacher, J. (2000), say that with the introduction of contracting out, the role of elected council is diminishing. It is argued that in absence of genuine monitoring system and accountability mechanism the local government bodies are not in a position to assert their roles as quality service deliverers. To draw up contract specification is very much important in relation to the question of accountability. They have conducted research taking several City Councils into account and found the above conclusion but the research has not described monitoring or accountability mechanisms.

Making a contract comprehensive and transparent in a way of ensuring accountability is not so easy. In practice, we find vested interest groups in the whole process who have a profit agenda to play covertly. Moss, I., (1997) in his writing based on literature and experience from inquiries describes that contracting out is sometimes only seen from an economic point of view. There is potentially a real danger that in focusing only upon economic values. There are other accountability values, which have been increasingly recognized as important in public sector. His main contention is that if public provisions are contracted out then the accountability must be ensured by any means. He cited Corbett (1996) who discussed four types of accountability namely, upward accountability, outward accountability, downward accountability and inward accountability. In concluding remarks he suggested that governments should

establish adequate mechanism to monitor the performance of the contractors providing public services. He also suggests that the contracts must be comprehensive and transparent. But to make a contract comprehensive and transparent what sorts of actions to be taken have not been pointed out in his presentation.

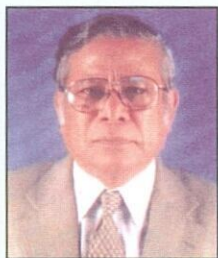
From the above literature review, we can say that contracting out imposes a definite break in the chain of general oversight and accountability. Responsibility for service provision is placed in the hands of people who are not under the day-to-day control of department managers and are not subject to open-ended direction from the ministers. Accountability is therefore limited to the terms of the contract. Employees of a contractor are not as accountable to their public service superiors as public servants are. Thus, contractors are not accountable to all key stakeholders, but at the same time accountability may be increased through improved departmental and ministerial control following from greater clarification of objectives and contract specifications. Providers may also become more responsive to public needs through the forces of market competition. If the monitoring mechanisms are in place and there are clear performance measurements then only contractors' accountability can be ensured.

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Towards an Efficient Civil Service

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It is customary to summarily describe civil service as inefficient, a bottleneck to speedy decision. Based on this general, if rather loose, perception, the politicians and the public alike blame civil servants for all the ills that are visible in the management of public affairs.

Since 1991 onwards, however, voices are also aired through the media about using civil servants for narrow partisan interests. The term politicization of civil service has gained rapid acceptance largely due to this observed phenomenon which is demonstrated by arbitrary placement and promotion practices. Such practices are all too visible with political changes either through the elections or otherwise. The incidence of pick and choose style of decision-making in matters of transfer and promotion and sometimes cushy foreign posting or award scholarships.

It can be said that not much in-depth research has been made on the current mode of political control of civil service. All we have are fragmented observations instrumented through pejorative remarks. But the problem does exist and for sake of better governance the sooner the problem is addressed, the better it is for a more efficient management of public affairs.

The question is who will take the initiative. There have been in the past more than a dozen either, home-grown or donor-driven initiatives, in the form of studies that published reports. Unfortunately, by all accounts available, not much interest was shown in the implementation of the recommendations. Some sources blame civil servants for their anti-reform stance. Others, including development partners, blame the political leadership. The truth may be in between. The introduction of Senior Service Pool (SSP) concept way back in 1979 and its subsequent abolition is a case in point. Other examples relate to cabinet committees formed during the post 1991 period without making any headway, such was the case with Public Administration Reforms Commission's report during post- 2000 period.

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Leaving aside the above issues, it is necessary to revert to the substantive issue of political control of civil service. In all countries of the world, a civil service, regulated by law, is part of the democratic governance structure. In such countries, there are also constitutional recognitions of the institution called civil service. In Bangladesh such recognition goes under the name and style of "persons in service of the Republic" implying permanency of career civil servants within such limits as may be reasonably imposed by law.

Political control is thus embedded in all civil service systems across the world. This political control to be effective for governance has to be institutional and not personal or partisan. Evidence in Bangladesh during the past few decades tend to reinforce the conclusion that institutional control has degenerated into party control. Each elected government looks for "our men and women" in civil service thus making way for control of civil service by the party in power.

The substantive concept of political control of civil service in an institutional sense is one among the many pathways for effective governance. Without this, there neither is nor can be any difference between party adherents and civil servants.

This brings into sharp focus the quintessential dichotomy between the party and the government: when the imperatives of the party or party adherents and those of the people are clearly perceived to be conflicted, the public servants' ability to uphold public interest is hopelessly compromised.

If we delve a little deeper, it will unquestionably be evident that a strong, neutral civil service supports the growth and sustainability of better governance. The political institutions too are strengthened and energised in the process. Viewed in this perspective politicisation of services will clearly appear as self-defeating political stratagem-it destroys institutional governance so inexorably and completely.

The lack of equilibrium of the three organs of the state has contributed in no small measure to create an environment that has led to collapse of values and norms that should guide them in the management of public affairs in public interest rather than serving the narrow political ends. The wilful sacrifice of the classical attributes of civil service under parliamentary form of government has further vitiated the environment in the post 1991 period.

This is not a blind defense of civil service but to emphasize the point that without an enabling environment, it is not expected that the civil servants will work for

public interest. This is also to emphasize the point that amid rapid or periodic political changes, civil service remains an essential element providing continuity of governments. The element of continuity in government conduces to a more orderly management of public affairs than is otherwise possible.

For institutionalization of political control, it has to be borne in mind that it is a process rather than a product. In developing and developed countries alike, the evolution of civil service systems bear eloquent testimony to this affirmation. Thus in the developed world, as it is understood today, the concept of recruitment by open competitive examination conducted by a neutral and impartial agency, commonly known as Public Service commission (PSC) went through an evolutionary process. Same in the case for countries in South Asian region. People's Republic of China, however, is generally considered to be the first country to introduce the concept of competition during ancient period.

This brings into sharp focus the need for such an agency and, therefore, the recruitment system based on transparency of actions. The constitution, functions and independence of the agency has to be enshrined in law. The question of its accountability to parliament should not be ruled out but the concept must not be allowed to degenerate through naked political or partisan control over the recruitment process. There is enough evidence in Bangladesh to prove that this process of degeneration has continued unabated, more so under the grab of democratic governance.

The structure, functions and independence of central or regional, where applicable, recruiting agency should be complemented by the age-old rule that merit and merit alone should be the accepted norm rather than an exception. Only the best and the brightest should be recruited through transparent competitive examination. The only exception, within reasonable limits, may be there for the disadvantaged sections but such an exception should be within a time-bound frame meaning that after a period of years it should be reviewed if so required. Evidence in Bangladesh's recruitment system unmistakably prove that there is more weight than is either necessary or desirable in favour of liberal and or partisan use of the term disadvantaged groups of the community. Worse still, when PSC and administrative reform studies had recommended rationalisation of the quota system, the successive democratic governments have turned a deaf ear to such a salutary recommendation for fear of losing 'popularity.' Preference for cheap popularity thus weighed heavily on efficiency and merit in the recruitment process.

Add to this the diverse but essential elements of civil service management such as promotion and deployment policy based on sound career planning. It can be said without any fear contradiction that the promotion, coupled with deployment policy and practices have been and continue to be vitiated by an unabated process of politicization for narrow partisan ends. Under such a scenario, the substantive concept of political neutrality of civil service appears to be a remote possibility.

Furthermore, add to this the fact efficient management of civil service has become an impossibility due to sacrificing the concept of permanency in career as well as the thoughtless and wanton placement of civil servants as OSDs with every change in government through elections not excluding the period when non-party caretaker government is in place for a short period to facilitate and ensure free and fair elections.

Speaking of permanency in career, the Public Servants (Retirement) Act, 1974, hangs like a sword of Damocles over the heads of all civil servants as well as those serving in so-called autonomous bodies. There is no iota of doubt that it has vitiated an enabling environment for civil service in two ways. First, during the last three decades or more, it has been used to get rid of civil servants who are politically perceived to be 'not over men and women' in civil service. Premature retirement has been resorted to. Second, the succeeding government of a different political belief has brought them back if it thought that they were the men and women who were 'politically victimised' and deprived of promotions in time. There is nothing wrong to do so if there are valid orders from a competent court of law. What is contended is that such a decision should be taken within the bounds of law, and this should be done judiciously not as a matter of routine.

The second issue related to this is the wilful use of placement of civil servants as OSDs following every change in government. It has now become a pejorative term. It was never so during earlier days. There was a time when only a few among the best and the brightest civil servants would be selected as OSDs only to complete a specially important assignment and that too not for long. It would be part of the official record that the selection has been made in consideration of the person's outstanding skill and ability to deliver the intended output. A related trend to wilful use of OSDs is also there for another reason. Any officer who serves a minister as private secretary becomes victimised in this manner. This is done regardless of the fact the officer affected was placed in that position independently by the Ministry of Establishment.

Civil servants are also now posted as OSDs because career planning management system has collapsed. This has been mainly influenced by two factors. First, the practice of promotion in large number in the absence of substantive vacancies in the approved cadre strength. Second, by not rationally deciding the career pyramid. Promotion is not need-based but on humanitarian grounds. Further, it is rarely based on efficiency and merit. This has led to a near collapse of efficiency and integrity in civil service management.

It has been stated that even during the period of non-party caretaker government, the practice of large-scale shuffle and reshuffle takes place. Such a government is obliged to do this for two reasons, among other. First, there is intense pressure from the political parties. Second, to keep an appearance of neutrality. It is important to assess the highly debilitating effect on the morale of the civil servants that arises out of such a practice. Whether this is done during the period of an elected or non-party government, the important point attached to it is a stigma that a civil servant could not complete his tenure. There must be some "reasons" for this.

It is said that BPATC did not get off to a start until the mid-eighties. Contrast this, the situation of the armed forces. Bangladesh Military Academy (BMA) was established in 1972. PATC became functional a decade after independence. This tends to suggest that not much attention was paid to the importance of training of civil servants although it can be argued that training institutions did exist in the form of Civil Officers' Training Academy (COTA). How can BPATC now contribute to infuse, through training programmes, some core values in civil servants that conduce to the growth of a politically neutral civil service and thus make the way for better management of public affairs? There is no doubt that it can and should undertake this task. Not that it does not do so at present. But as is well known, bureaucratic authority is largely derivative, without support from political authority, it can do very little. The same is the case with civil servants and training institutions like PATC.

Civil service and political parties, either in power or in opposition, are the conduits through which management of public affairs is carried out. Each has a complimentary role in this regard. A start to this direction has to be made jointly otherwise the elusive quest for good governance will be something devoutly to be wished but unlikely to be achieved.



Recruitment at the Top

Dr. Saadat Husain*

Imagine a hypothetical situation: a few thousand candidates are writing an examination conducted by the public service commission of the country to select a suitable candidate for the post of the chief executive of the country, the prime minister or the president. The successful candidates appear for the viva voce examination and the best candidate is selected for the post of the president or the prime minister, the chief executive. The idea is ludicrous, not because it is illogical but because it is done nowhere in the world. There is a wide spectrum of mechanisms for assuming the office of the chief executive of the country such as inheritance (in monarchy), elections in democracy, a consensus choice in the wake of mass upsurge, sanguinary or bloodless coup by the military junta, palace coup by members of the ruling caucus, vanquishing by the armed cadre of a militant political group, conquering by a foreign occupation force, constitutional formula for selecting an interim non party care taker government and so on. Selection through a well designed examination system never featured in the list.

Chief executive's is a management intensive job. Management expertise is, however, never considered as the prime criterion for selection of the country's chief executive. The prime criterion is the power content embodied in the person. The chief executive has to be most powerful person either by him/herself or through the stolid support of a sufficiently powerful group in the country. Power is congealed in the physical or mechanical muscle of the militant millions or organised squads. In a democratic polity, people's mandate manifest through acceptable elections confers moral and physical power on the chief executive to assume his/her office and rule the country with the cabinet colleagues selected by him/her.

The cabinet colleagues who are called ministers in most countries barring a few where they are called secretaries are selected by the chief executive for which

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they do not have to face any written or viva voce tests. The chief executive's preference and trust or his/her political compulsions are the key criteria for selection to these positions. As the head of the ministry, the minister finds his/her job no less management oriented than politically involved. (S)he is not selected on management consideration nor is (s)he much concerned about this aspect of his/her job. (S)he works during the pleasure of the chief executive and therefore his/her main self trustworthy of the chief executive.

The post down that line is that of permanent secretary. (S)he works as the principal staff officer to the minister and also as the administrative head of the ministry. Tasks of the government are comprehensively distributed among the ministries which constitute the apex executive organ of the government short of the cabinet. Permanent secretary, also called vice minister (administration), director general in some countries are usually professional persons who have climbed to the peak through promotion within systemic structure. There is also provision of lateral entry to high positions of government though such entry is widely resented by the rank and file of the bureaucracy. Top positions of the directorates and autonomous bodies are filled up through appointment by the government from among civil servants or lateral entrants picked up by the chief executive mostly without formal reference to any committee or agency. Heads of the local bodies are either appointed by the government or elected by the constituents of the area. There is not hard and fast rule as to how these posts will be filled up. There are certain other senior positions of the government which are filled up by persons selected or recommended by selection or search committees. The selection/search committees follow their own procedure for selecting the preferred nominees. Government is required by law to honour the panel, however restrictive that may be. For some institutions the panel is constituted through elections by the eligible voters; appointing authority has the latitude of selecting one of the elected persons from the panel; it cannot go beyond the panel.

One can therefore catalogue the following methods for recruitment at the top:

- (1) Elections, inheritance, constitutional provision for filling the vacuum or application of sheer force
- (2) Open competitive examinations
- (3) Regular promotion system
- (4) Selection through a search committee
- (5) Arbitrary selection by the appointing authority

Appointment procedure of topmost executive and his/her cabinet colleagues is more or less standardised. Though elections are the most commended procedure to enter the office of the chief executive of the country other procedures are not rare in the world. Selection procedure for the cabinet colleagues is almost the same every where: they are selected exclusively by the chief executive, in some countries their appointment is confirmed by the senate or the parliamentary committee. Heads of local bodies are often elected by the constituents; in many cases they are also appointed by the higher authorities including the central government. Bangladesh constitution specifically provides for elected heads of local governments at each tier of administration though it was never fully complied with. Local governments including city corporations saw executive heads appointed by the central government without referring to any selection committee or any other formal body in this respect. They were handpicked by the chief executive or the small caucus around him/her. This is true for governors of the provinces in many federal countries of the world including those in the subcontinent.

Permanent secretaries, called by many other names in different countries, heads of Directorate/Bureaus including chief of armed forces are usually promoted from among the service holders except in countries which follow 'spoils system'. They are supposed to be promoted on seniority cum merit basis in line with transparently framed and widely published rule. Same is the case for senior officers. In spoils system officers in a few higher echelons are handpicked by the chief executive (and the inner caucus) though in some cases their appointments are confirmed by the committees of parliament or similar institution. The argument for spoils system is that ruling party's programmes can best be accomplished by party members who are trusted and committed to such programmes which will be carried out through the government machinery. The commitment of neutral bureaucracy to party-originated programmes is suspect in this system. The job of the senior bureaucrats is tenurial, usually coterminous with the tenure of the party government. Countries following the parliamentary democracy do not follow this system because they believe that a neutral bureaucracy is an essential component of parliamentary system of government.

Despite this golden rule lateral entry in government service and handpicking for some important non ministerial positions including constitutional ones are not uncommon in parliamentary democratic system. For selecting lateral entrants three procedures are followed: (a) open competition; (b) selection through a

search committee; and (c) discretionary selection by the appointing authority. Open competition is theoretically sound and good for selecting consultants and not-too-important non executive experts. It is not suitable for highly exalted positions which call for high profile persons of outstanding calibre. Such people would not apply for a job in response to government advertisement. If the government or any organizations intend to appoint or give any specific assignment to such people they have to find out some other way to recruit them for the job. A search committee could do the job. Formation of search committee is very important in this case. The members of the committee have to be fair, firm and conversant about their job. The best way for the committee to go about their job is to get a list of preferred persons from each member in a sealed cover. Through intense discussion the combined list may be pared to a recommended panel with or without rank order. The appointing authority will have no option but to follow the panel, the way it is prepared.

This will be a fair and effective method to recruit for strategic positions in higher echelon. The last option, the discretionary selection is appropriate for positions which demand professionally competent people commanding absolute trust of the chief executive or the appointing authority. The posts of security advisor, special assistants or advisors, principal secretary to the chief executive and staffs in the personal outfit fall in this category. For the sake of transparency, such positions may be announced through formal notification. That will keep the things in order.

In Bangladesh we have heard lot of complaints about recruitments at the top. To redress the flawed system that has bred so much controversy and corruptions, the system which we intend to follow for recruitment in case should be formally announced well in advance and the minimum qualifications for each job be specified. If some jobs do not require any special qualifications other than the trust of the chief executive that may also be mentioned clearly without hesitation. Once the system in position deviation from it should not be allowed in any case, though the system may be reviewed occasionally in compelling circumstances. The amended system must also be widely publicised and followed in letters and spirit. Whatever be the system, it must be implemented in a corruption free environment such that the system's credibility is not comprised in any manner. In short, there should not be any room for misunderstanding, suspicion, clandestine manoeuvre and rule bending to accommodate corrupt intention. If this can be maintained we will have competent people recruited at the top.



History of Administrative Training in Bangladesh and Emergence of BPATC

Muhammad Safiur Rahman*

Extract

[Education is the unfolding of man's capacity to think about the life and the world. On the other hand, training means imparting knowledge and skill for a particular job or a group of jobs, and where necessary, making an effort for attitudinal change. After the Independence of Bangladesh in 1971, some vacuum was there in the field of Administrative training as all important Training Institutes fell to (West) Pakistan. After quite some experiments, BPATC was established in 1984 to shoulder the responsibility of the training of new entrants in the Civil Service, officers of mid-seniority level as well as Top officials of the Government. In spite of physical and other limitations, BPATC never failed in its mission. Its Training programs are being improved day by day. But a little more incentive for Faculty and Staff development would make BPATC 'a centre of excellence' in the real sense which was initially expected of it.]

Conceptual Framework

There was a time when no distinction used to be made between education and training. Plato and Aristotle were interested in educating the Rulers in the art of statecraft which was in the pattern of university or college education in the modern sense. Yet the 'Scribes' of the Ancient Egypt (Somewhat akin to 'Writers' of East India Company) were highly trained persons. So were the Princes of India and China, particularly in the art of war. In the Middle ages, Seraglio of Ottoman Empire was not only the house of Sultan but also an education centre of the servants of the Crown somewhat akin to the present training centres. In the later period, Indian Civil Service officials got both education and training in the mother country i.e. England. It was surprising to note that an old ICS officer L. Brayne, who was astonishingly a rural development minded scholar, made a distinction between education and training in his classic work *Socrates in an*

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Indian Village, exemplifying that a horse can be trained for warfare or carrying load or pulling water, but it can not be educated.

Several scholars think that, 'Education is unfolding of man's capacity to think about the life and the world', while training means imparting knowledge and skill in a particular job or a group of jobs, and where necessary, making an effort for attitudinal change. However, this distinction is not like brick-built houses and one can cross the boundary of other.

Training Awareness in the Undivided India and Early Pakistan Period

Generally, Fort William College founded by Lord Wellesley in 1800 A.D. is considered to be the beginning of administrative training in Indian sub-continent. However, importance of training was only gradually realised during the British period. Apart from systematic training of the members of the Indian Civil Service (ICS), Indian Police Service (IPS) etc. training need was felt at all levels.

When British India was divided into two independent dominions - Pakistan and India in 1947, the power of the Secretary of State for India to recruit and control the members of the ICS and IPS and other superior services came to an end. Immediately after independence, Pakistan suffered an acute shortage of senior trained and experienced officers. Only 82 members of the former Indian Civil Service (ICS) and Indian Police Service (IPS) came to Pakistan in 1947. The Indian Civil Service was first renamed in Pakistan as Pakistan Administrative Service (PAS) and soon after as the Civil Service of Pakistan (CSP). The central services were grouped into All-Pakistan Services and Central Services. The Civil Service Academy at Lahore was set up in 1948 and new recruitment through the competitive examination by the Federal Public Service Commission was started from 1949. The Civil Service Academy catered the initial training needs of the members of the Civil Service of Pakistan and the Pakistan Foreign Service. It functioned under the general control of the Establishment Division. Before 1962, the recruits to the CSP had to undergo training for a period of little over two years divided into three stages-nine months training at the Civil Service Academy at Lahore, five months practical work in East Pakistan and one year's Academic courses and study tour in the United Kingdom. Moreover, Finance Service Academy, Railway Accounts Academy etc. were set up in the then West Pakistan.

Contract With US-AID

A contract was signed by the erstwhile Government of Pakistan with US-AID for training of mid-seniority- level officers in USA under 105 programme. Under this

programme, about a dozen of selected officials of erstwhile Pakistan could spend about six months time in USA every year who were to be looked after by the University of Southern California. The University sent a team to Pakistan to assess the training needs and to recommend ways and means for creation of institutional facilities for mid-career training of administrators. In May, 1960, Mr J.D. Hardy, the then Establishment Secretary wrote to the Chief Secretary of the erstwhile Government of East Pakistan to arrange for Graduate level training facilities in public administration by setting up an Institute of public administration in Dhaka and also to provide training facilities for public servants at the junior and intermediate level.

In October, 1961, Mr. G. Mueenuddin, Secretary, Establishment Division, Government of Pakistan issued a circular stating a Training Policy describing Training as a Condition for Promotion and Retention of Rank

Along with this Policy Circular, Administrative Staff College at Lahore, Rural Development Academy at Comilla and Peshawar, three NIPAs at Karachi, Lahore and Dhaka were set up. Management Development Centre (MDC) was also set up under ILO assistance for training of the executives of business & industries. NIPA, Dhaka was set up in March 7, 1961. Originally, it was a Central Govt. organization. But soon the Govt. of East Pakistan promulgated the East Pakistan Education and Training Institutes Ordinance 1961 and under an executive order, NIPA, BARD and MDC were brought under its orbit.

Training Scenario after Independence

After the emergence of Bangladesh in 1971 some vacuum in the field of training was found as the Pakistan Administrative Staff College, Civil Service Academy, Finance Service Academy etc. fell to (West) Pakistan. The new country had around 10,000 Gazetted Officers and only one Gazetted Officers' Training Academy was there to train them. GOTA was later renamed as Civil Officers' Training Academy- COTA. COTA was created in February 1977 and Bangladesh Administrative Staff College (BASC) started functioning from June 1977. There was one Staff Training Institute (STI). COTA was a prototype of Civil Service Academy, Lahore for pre-service training of Civil Service officials and STI was meant to train up the subordinate (supporting) staff. BASC and National Institute of Public Administration (NIPA) were to arrange in-service training for the senior government officials. Bangladesh Rural Development Academy (BARD), Comilla and subsequently created Rural Development Academy (RDA), Bogra continued

to impart development training especially on rural development. However, in April 1984 under an Ordinance, BASC, NIPA, COTA and STI were amalgamated under the banner of Bangladesh Public Administration Training Centre (BPATC). BPATC is supposed to be the apex training institute of the country. In the field of education, there is National Academy of Education and Management which trains up both junior and mid-level Education officers.

Moreover, with the introduction of 29 Bangladesh Civil Service Cadres, almost each cadre got its own training institute. Among such training institutes, Police Academy, Sardah is the earliest which was created as back as in 1912. Since 2000 A.D. a Police Staff College has also been functioning in Dhaka.

Institutional Anomaly

A lot of experimentation was made with the existing training institutes and the most of it was with NIPA. NIPA which originally started as a government organisation and later became semi-autonomous was suddenly amalgamated with the Gazetted Officers Training Academy (GOTA) and Staff Training Institute (STI) under one Director General in the name of Civil Servants' Training Academy (CSTA) on 31.3.73. Soon STI was out of CSTA, but again GOTA was separated from CSTA and after some time NIPA regained its original name on 18.4.77 and was placed under the former Director General CSTA. The combined CSTA had some additional overhead staff which was then to be borne by NIPA. NIPA was made an attached department under Establishment Division until it was merged with the Bangladesh Public Administration Training Centre (BPATC).

The organisation and premises of GOTA. saw a number of changes. In 1948 it was the Civil Service Camp. In 1964 it was GOTA, in 1972 it was a part of CSTA, in 1973 it was GOTA again. In 1977 it was Civil Officers' Training Academy (COTA). In 1984 it was a part of BPATC named as Regional Public Administration Training Centre (RPATC) Dhaka and from October 1987 it has had a separate entity as BCS Admin Academy. In 1985-86 RPATC hosted Law course under BPATC which was stopped later. But similar courses in the same building was hosted under BCS Admin Academy in October 1987 onwards.

BPATC

The Bangladesh Public Administration Training Centre (BPATC) was created under an Ordinance of the Government of the People's Republic of Bangladesh (Ordinance No. XXVI-April 5, 1984) by merger of four training institutes namely,

Bangladesh Administrative Staff College, National Institute of Public Administration, Civil Officers' Training Academy and Staff Training Institute. Though a new organisation, BPATC has inherited a rich legacy of administrative training. This is the apex training institution in public administration and development management to upgrade the knowledge, skill and efficiency in the public services.

The Centre has the mandated responsibility of imparting training to the members of the Bangladesh Civil Service, other government officials, management staff of public enterprises and support staff in the public administration system. The Centre is also authorised to offer courses to the executives of the private agencies.

Initial Courses at BPATC

The first course held at BPATC was for the officers of Mid-seniority level which was a legacy of former NIPA. In NIPA, the course was first designated as AMDP (Advanced Management Development Program) and then ACAD (Advanced Course on Administration and Development). The first such course which took place from 30th September to 30th December 1984 in BPATC was named as ACOD (Advanced course on Organizational Development) and numbered as 31st course to keep the sequence of former NIPA. However, from the second course the original name was revived with a little change as -Advanced Course in Administration and Development and the new serial numbers were given. Subsequently, Senior Staff Course in the model of Administrative Staff College course and the Foundation Course in the Model of COTA (Civil Officers' Training Academy) course were started.

Multiplicity of Training Organisations and BPATC Leadership

In July 1984, Ministry of Establishment published a list of training institutes and centres in the country. It counted as many as 354 training institute/centres in the country with the annual capacity of training up about 1,76,805 officials with the annual average actual of about 78,370 trained persons. This showed that about 55.7 percent of the training capacity remained unutilised. Provisional National Training Policy in October, 1986, mentioned 11 Training Institute as the core ones while Public Administration Training Policy 2003 mentioned the names of 19 core Training Institutes. BPATC topped the list and obviously, there was the hint that BPATC would take up the leadership in equipping public servants in bringing about good governance in the country.

Conclusion

When BPATC was founded in 1984, there was much hesitation and confusion in the beginning. There was a general apathy to the idea of concentration of three levels of officials in one place. It was difficult to shake off the old colonial type of bureaucratic attitude that authority can neither arise nor continue to exist unless and until some social distance is maintained between the superiors and the juniors. Other reasons were-distance from the Capital, lack of physical and other facilities, absence of standard educational institutions for children etc. In fact, most of the Faculty members of the former constituent Institutes stayed back for some other jobs elsewhere.

The founders of BPATC wanted to make it 'a centre of excellence' in the Malaysian INTAN Model. However, it was made autonomous under a high level Board of Governors with its pros and cons.

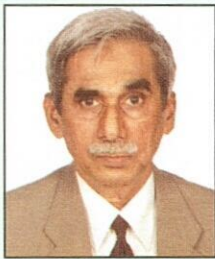
Gradually, some facilities were created by the wise decisions of the Board of Governors, patronisation of the Government and hard work of some officials. Yet the Centre is to go a long way to be the 'centre of excellence'. Frequent changes of the Rector and senior Faculty members affect the Centre's reputation.

In spite of some difficulties, BPATC never failed in its mission. Even in Floods of 1987 & 1988 when dormitories were submerged in water or on the days of social and political upheavals, courses were held almost as usual. Its four Regional Centres(RPATC),although meant for training up junior level officials, have successfully arranged some courses of Class-I officers. It has also extended its dimension including a recent successful course for junior Land officials. Research and Publication programs are also quite noteworthy.

Yet time has come to re-evaluate BPATC and give it its due status and prestige with little more facilities to its Faculty and staff to allow it to assume training leadership of the country for the sake of efficiency and 'good governance' in Administration.

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The Global Financial Crisis and the Civil Service

Dr. Mohammad Haroonur Rashid*

25 years ago when BPATC was established as an integrated facility for training of all levels of officers, probationers, mid-level & seniors of the Bangladesh civil service in one campus, I had a role in redesigning the courses and curriculum of the Centre. The Course contents, their focus, methods and techniques were determined by the assessed needs of public service of a newly created state, aspirations of the people and expectation from the emerging & over-expanded civil services. Bangladesh economy at that time, in fact, was in transition- from an import-substitution regime, largely dependent on the public sector industries to an export led regime where market economy driven by the private sector was the key player. Increasingly, various sectors of the economy were opened to the private investment, leaving minimal areas of investment reserved for public sector that were perceived to be critical to the safety, security, integrity of the country and sensitivity of the people. With high dependence on foreign aid, the country had adopted SAP and trade liberalization and large scale privatization at the advice of the World Bank, IMF and the influential donor communities. With the expansion of trade and globalization, particularly in the last two decades accompanied by the fall of the command economy of the USSR led to unfettered reliance of the market as the arbiter of economic growth and development around the world.

Thus the last 25 years saw the gradual diminution of the role of the state in economic activity leaving increasing space for the market as a self disciplining device to protect the interest of the individuals. Increasing liberalization and deregulation of the economies led to laissez faire and overt development of the private sector. The market fundamentalists preached that markets should be left to their own devices, for whatever happens market has self regulating mechanisms and market failures are less costly than state failures. They propagated that in market economy, information traveled fast and far, increasing

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competition and chastising the wrong doers. As a result over the last three decades state was demonized and market was worshipped. As the open market policies were adopted by more and more countries and trade led growth took hold, the economies around the world became increasingly interdependent and globalize.

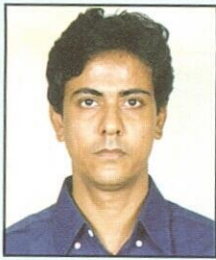
The rapid development of the East Asian countries termed as "miracle" by the WB was considered as evidence of the power of the market forces and virtue of liberalization- fortuitous factors such as the privileged access to developed country market and conspicuous presence of American forces and camaraderie between the state and the private sector was underplayed. State intervention and regulation were seen as problems and role of public servants came under increased battering. However, the 20th century did not go without the warning about the unblemished character of the market and the global financial system. The East Asian financial melt-down in 1997 signaled the danger about the market failure and growth of "crony capitalism" arising from unbridled reliance on the free market economy. However, this was misinterpreted and further deregulation was considered as the panacea to these ills. ICT revolution gave further impetus to the growth and development of market economy and globalization.

While market economy concept grew and flourished, the role of the state and with it the role of the public service came under sharp criticism and the role of the public servants was undermined. The only way to salvage itself, was firstly by changing its mindset and to act as a facilitator to the unfettered growth of the market and the private sector, the so-called Public Private Partnership. Thus the advent of 21st century was characterized by globalization and interdependence, market economy, rapid expansion of democracy and ICT revolution - revolution, which has broken the national barriers, yielding to international concerns and subservient role for the state and civil service.

Recent global financial crisis may however change all that. In fact the present global crisis has already demonstrated that free market is not only imperfect and unable to discipline itself, it cannot work without significant intervention by the state. As the stock markets around the world plummeted and the financial houses and banks collapsed under the weight of infinite greed and manipulation of the few and the powerful states of the world one after another ran up with nationalization and bailout plans, it became clear that unregulated growth of the private sector was not the panacea for either growth or distribution. Not only the state but also the public administration has to play a significant role to stop and

resurrect the economies and rise up to the challenges of the global crisis and that the days of erstwhile development administration may be back albeit with change in concepts and methods. As is being observed around the capitals of the world that in drawing the stimulus packages and other measures in response to challenges of the crisis and as analysis are being made as to how the crisis came about and what can be done about it, it is being done jointly not only by the private and public partnership but by public, private, professionals and the civil society constituting a wider partnership with the state and public administration at the centre of the act.

Unfortunately for Bangladesh, of late, there has been a general perception that quality, competence and commitment of our civil servants as well values and ethos that sustained us is on the wane. Not only that the values and spirit of self-sacrifices which used to characterize the eastern societies, which embodied us, has not only yielded to material wellbeing of the west but unbridled greed and rat race for getting rich quickly has deadened our soul. Poor remunerations and benefits and low prospects of career advancement offered by the public services, have led to further deterioration of the quality and competence of our civil servants. Consequently, our civil servants are probably less prepared to face the upcoming challenges offered by the global crisis and its aftermath. The need of the hour is not only the traditional narrow focused training, but knowledge based capacity building on wider fronts encompassing national and international perspectives. On this silver jubilee of the BPATC, the government in cooperation with training and knowledge centers, both at home and abroad, should design a policy and schemes for training as well as higher studies for the civil servants to face the coming challenges offered by the present global crisis, for it may be longer and deeper than we think, and it is the poor countries which are going to be at the end of the rope, when everybody has already crossed the river and abandoned the boat.



Importance of Accountability and Transparency in Government Offices

Satya Brata Saha*

Every citizen of a country expects good governance because it establishes his or her rights in polity. Transparency and accountability are two concepts that are inevitably related to good governance. Currently, we often hear the terms especially when the question regarding performance of government offices comes forward. So discussing about the necessity of transparency and accountability in government offices is relevant.

Accountability can be defined as "answerability of a party to another party to whom the first party is supposed to be accountable. First party must justify its action or accept punishment for non-action or improper action. It means a public servant should explain by his action how he used the public resource. Is it fully utilized for a good cause? Or something is kept for his personal use. If the policy is clear then every thing should be done in a way that it tells by itself how it is done. If so it will help reducing corruption. One will not endanger him by indulging corruption. When something is done transparently it means it tends to be done honestly.

Accountability means one has to answer for his action. When the action is wrong it will be difficult for him to account for it. He may be even punished for his wrongdoing. He may be punished under Government Servants (Discipline and Appeal) Rules 1985, or a Public Servants (Special Provision) Ordinance 1979.

Rule 12 of the Government Servants (Conduct) Rules 1979 says that a government servant has to obtain permission of the Government before construction of a building for his use disclosing the source of fund. It will prevent one government servant from indulging in corruption. This is the end result of transparency.

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Rule 27 of the Government Servants (Conduct) Rules 1979 says that no government servant shall indulge in parochialism, favoritisms, victimization and willful abuse of his office. If we can implement it in the workplace it may act as a safeguard against any sort of malpractice.

Accountability is an instrument to keep the public servant in a position so that he renders service to the people in a way as is expected from him. Timely delivery of service is an important way to make oneself accountable to people. If a public servant is trustworthy, it will help him to be more accountable.

Accountability involves either the expectation or assumption of account-giving behavior. In Britain accountability has been formally identified by government since 1995 as one of the seven principles of public life: holders of public offices are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office. The goal of accountability is at times in tension with the goal of leadership. A constituency may have short-term desires, which are at odds with long-term interests. It has also been argued that accountability provides in certain situations an escape route for ministers to avoid the consequences of ministerial responsibility, which would require resignation.

Transparency, as used in the humanities implies openness, communication and accountability. It is metaphorical extension of the meaning used in the physical sciences; a transparent object is one that can be seen through. Transparency is introduced as means of holding public officials accountable and fighting corruption. When government meetings are open to the press and the public, when budget and financial statements may be reviewed by anyone, when laws, rules and decisions are open to discussion, they are seen as transparent and there is less opportunity for the authorities to abuse the system in their own interests. Transparency creates an everyday participation in the political processes by media and the public.

Modern democracy builds on such participation of the people and media. The election and referendums are no longer the prime or only way for the people to rule them. The democracy is working continuously and the elections are there just to make major changes in the political process. While a liberal democracy can be a plutocracy, where decisions are taken behind locked doors and the people have very small possibilities to influence the politics between the

elections, a participative democracy is much closely connected to the will of the people.

Transparent procedures including open meetings, financial disclosure statements, budgetary review, audits are very important in the present day government offices of Bangladesh. Public officials are taking their salaries from public exchequer. The money comes to the public exchequer is taxes paid by people. So the moral point of view they should be accountable to their salary payers. Rendering service transparently to the people is their sacred duty. Of late the people frequently question the performance of government offices. Due to lack of transparent procedures some of public officials are getting the opportunity of using the system for their own benefit. For example, in the land management most our populace are not well informed regarding the system of ownership for they are being deceived by some corrupt officials working in land management system. Ignorant people are bribing them for getting service for their ignorance about the procedures. These types of example can be given a lot regarding the service oriented public offices like WASA, Titas Gas etc. political leaders have also taken this opportunity for amassing their wealth by siphon out public money. In the local government system chairmen and members with the help of some corrupt officials, are also committing corruption in development work because there is no awareness and participation of general mass.

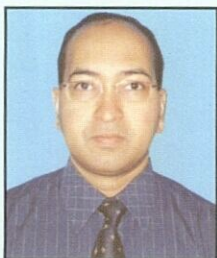
All parts of government machinery are taking the advantages of less transparency and accountability; even judiciary is not out of them. Of late we observed much unsavory news in the dailies regarding the corruption in different public offices. These corruptions are accruing extra burden on our weak economy.

Without ensuring accountability and transparency it is impossible to stop these corrupt activities. Corruption has been enhancing the sufferings of people and creating encumbrance on our development process. Efficiency of public offices is decreasing alarmingly. For surmounting these impediments we must take the measures to ensue accountability and transparency in government offices.

Transparency and accountability moulds the behavior of a public servant. It will encourage officials to follow the acceptable way of action. Eventually better governance will be ensured. It will command respect of the under command as well as people. Having clear policy and good legal framework at work place is

not the sufficient condition for transparency and accountability. Proper implementation is necessary to make transparency and accountability visible in governance. Only then the desire of good governance of our people will be met and the country will come out of the curse of poverty.

We may conclude that accountability and transparency are very important in government offices. Government should introduce some mechanisms to hold civil servant accountable. Within the offices behavior is delimited by rules and regulations. Public accounts committees should work with commitment to make public officials accountable. The procedures of discharging duties should be simplified so that the stakeholders can easily understand that. On the other side rationalized action of watchdog like ACC may bring positive effect into the mindset of the polity.



Digital Bangladesh and E-Strategies for Development

Najmus Sayadat*

The term Digital Bangladesh is being used overwhelming in all over Bangladesh. The vision of creating Digital Bangladesh by 2021 is deeply rooted. Digital transformation is an endless continuum through out the world and has linkage with economic growth of a country. Encompassing these facts we need to define Digital Bangladesh to manage and measure it effectively. Digital Bangladesh can be defined as 'advancing economic development status of Bangladesh with the benefits and externalities of ICT integration both in governance and society'. Thus UN E-Government Readiness Ranking and Human Development Index (HDI) of UNDP can be used as monitoring index to follow the path of Digital Bangladesh.

Theorists of economic development now lean towards Information Led Growth theories based on revolutionary ICT growth and ICT integration keeping behind the rapid industrialization based exogenous growth models. Government mechanisms have also been transformed from traditional centralized hierarchical system to New Public Management in 1980s to New Public Service in 1990s and now New Public Governance or Digital era Governance. Bangladesh at this cross road has taken the path of digital Bangladesh which ultimately will lead towards good governance, one of the most important tools for economic development and poverty reduction.

Achievement of Digital Bangladesh requires appropriate policy and action. ICT is in our policy process since our democratic emergence. ICT Task Force was created in 2001, ICT Policy was approved in 2002, ICT act has been constituted in 2006, ICT incubator was established and ICT road map is taken into consideration. The present government approved ICT Policy 2008 in March 2009 with 10 objectives, 56 strategic themes and 306 action plans. The ten strategic objectives of the ICT Policy 2008 have impact indicators such as growth in GDP, total employment, or total productivity.

* Assistant Director, Bangladesh Public Administration Training Centre

Inclusion of ICT and promoting e-Governance are incorporated in our National Strategy for Accelerated Poverty Reduction (NSAPR) document. The impact of ICT and e-Governance on good governance, economic growth, people's empowerment and poverty reduction is acknowledged in the National Strategy for Accelerated Poverty Reduction. In the strategy, the government of Bangladesh recognizes that ICT can make an important development impact for having capabilities of overcoming social, economic, and geographical barriers. ICT is seen as an indispensable tool for poverty reduction, improvement of basic healthcare, and promoting education. We need e-government policy or comprehensive strategic policy document on Digital Bangladesh.

Bangladesh government has already created website www.bangladesh.gov.bd in which 42 Ministries and Divisions are linked, among 64 Deputy Commissioner Offices, 9 DC Office's websites are also linked. The websites are merely in enhanced emergence phase and sometimes characterized with insufficiency. To be interactive we need technical know how people and to be of transactive we need government's relentless effort and courage. It is also mention worthy that around 200 departments/directorates/agencies are also linked with Ministries and Division. But still we are far away from integrating local administration. The bright side is that almost all Upzila Nirbahi Offices enjoy Internet connectivity.

It is expected that government transformation will lead the path of other autonomous bodies, private sectors, civil society, NGOs, and Business Community to adopt electronic mechanisms for their own survival. Effort in transforming the government solely will not bring Digital Bangladesh by 2021. Government needs to employ strategy for reducing urban- rural digital divide, low income-high income digital divide, and literate- illiterate digital divide. Establishing nationwide communication infrastructure is hard part and promoting software & hardware industries and human resource development are the soft part for addressing digital divide issue. Government increased budgetary allocation on ICT, education and health and proper implementation & monitoring of related government project and action plans will improve the present scenario.

Sustainability of Digital Bangladesh depends on open source software and interoperability framework. Besides we need sufficient number of experts in technology and management of those technologies. The present government tries to address these issues by declaring that Information Technology education will be compulsory at secondary level by 2013 and at primary level from 2021.

Government also decided to ensure producing around 10000 programmers each year. This strategic priority of increasing the stock of locally trained ICT professionals is a very good initiative. We need to acquire ICT professionals in the government.

The basic challenge in introducing e-governance and creating Digital Bangladesh ultimately lies in connecting and serving the poor and illiterate rural masses. ICT related micro-enterprise commonly known as Telecentre which have started and will be working in rural Bangladesh with the vision of empowering local ownership and providing livelihood of the rural poor with the use of ICTs can be a better choice for Public Private Partnership in delivering public services. Government needs to think about exploring the capabilities and design appropriate policy framework for them. Malaysian Government has created Knowledge Imperative Index. We can think over it and create an index considering information solutions to development challenges offered by our telecentres.

The medium term strategic objectives of the ministry under Mid Term Budget Framework (MTBF) clearly show the impact of strategic objectives on poverty reduction and women's advancement. Government needs to think about incorporating impact of strategic objectives on improvement of service delivery through integrating ICT in next MTBF of different Ministry. Besides, government officers of Bangladesh are being trained through DFID funded Managing At The Top (MATT 2) project to bring 'seeded change' all over Bangladesh. Most of the cases, the action plan taken by the participants were successful in bringing change with the enhanced benefit of the citizen. Bangladesh Public Administration Training Centre (BPATC) and MATT 2 project should focus on business process reengineering and ICT integration in the Action Plan taken by the different levels of the participants for their respective Ministry, Division and Department.

Bangladesh needs to think about energy security challenge. But the real challenge also lies with the maturity of private sectors. Due to having demand in international community technology entrepreneurs, engineers, IT experts developed in Bangladesh fly abroad keeping the private sector infancy level. It is expected that demand creation and outsourcing by the government will certainly help private sector emergence.

Bangladesh can consider the e-Government maturity model as baseline for implementation, evaluation and monitoring. Philippines is moving ahead with this model. It is expected that if we follow our vision of Digital Bangladesh, she will enter in connected *government phase by 2021*, which is the final stage of the model. We can also consider that Bangladesh will cross the middle ranking of the UN e-Government Readiness Index by 2021 which is now 0.2937 and will be leading figure in South Asia. It is expected that with that figure Bangladesh will enter in mid income country.

Countries around the world face challenges in implementing electronic cash transaction facility. Bangladesh is not out of them. Security challenges are also posing threats all over the world. Finest quality technical expert with sound knowledge in economic and legal affairs can address these issues properly. Government needs to consider forming a team immediately, who can offer workable solutions for e-transaction and cyber crime control.

Actually digital telecommunications revolution in 1990s and onward was so powerful that with minimum support from the Government, Bangladesh is now standing on strong footage. So, there is no chance to be of skeptical that with strategic policy decision and policy management of the government Digital Bangladesh will not be emerged in next 12 years. However, achievement of Digital Bangladesh also lies with the commitment of government up to 2021.



Introducing Bangladesh Public Administration Training Centre—Apex Training Institute of the Country

Zishan Ara Arafunnesa*

BPATC and Its Functions

Bangladesh Public Administration Training Centre (BPATC) is the apex training institution in the field of public administration. Officers of Bangladesh Civil Service and other officials of the Government receive training at BPATC. The Centre emerged as an autonomous organization on April 28, 1984 under The Bangladesh Public Administration Training Centre Ordinance, 1984 (Ordinance No XXVI of 1984) through amalgamation of the following training institutions:

- Bangladesh Administrative Staff College (BASC);
- National Institute of Public Administration (NIPA);
- Civil Officers' Training Academy (COTA); and
- Staff Training Institute (STI).

The Centre is located in a beautiful campus, 28 kilometers to the north-west of Dhaka with an area of 54.24 Acres. The Centre has been playing a leading role in the field of training in public administration and allied fields. It inherited a rich legacy of administrative and management training in the country. The functions of BPATC are as below:

- Equip public and private sector officials with the requisite knowledge and skills of administration and management through training;
- Impart in-service training to the public servants of the Republic;
- Design and organise various training courses.
- Conduct research on public administration, management and development;
- Provide consultancy services to the government on specific problems of administration and development when required;

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- Publish books, periodicals and reports on administration and development economics
- Arrange workshops and seminars.

Currently, NGOs are also showing keen interest in BPATC's training programmes. NGO representatives have participated in various seminars and workshops of the Centre.

Management of the Centre

BPATC enjoys considerable financial and administrative authority provided by the Government. The Centre is run by a Board of Governors (BOG). Headed by a Minister the Board gives overall policy directions to the activities of the Centre. The Board consists of the following members :

- (a) A Minister to be nominated by the Government, who shall also be the Chairman of the Board;
- (b) Cabinet Secretary, ex-officio;
- (c) Rector, ex-officio;
- (d) Secretary, Ministry of Establishment, ex-officio;
- (e) Secretary, Finance Division, ex-officio;
- (f) Secretary, Ministry of Education, ex-officio;
- (g) Vice-Chancellor of Jahangirnagar University;
- (h) A Vice-Chancellor of a University other than Jahangirnagar University to be nominated by the Government;
- (i) Commandant, Defense Services Command and Staff College, ex-officio;
- (j) Chairman, Federation of Bangladesh Chambers of Commerce and Industry, ex-officio;
- (k) Chairman, Department of Public Administration, University of Dhaka Chittagong, Rajshahi or Jahangirnagar by rotation in that order;
- (l) Two persons including one woman to be nominated by the Government.

The members mentioned in subsection (1) (h), (k) and (l) hold office for a period of two years.

Manpower and Physical Facilities of the Centre

At present the total manpower of BPATC is 502 officers and other members of the staff. Out of the total number, only 70 (13.94%) are women. It has four Regional Public Administration Training Centres (RPATC) located in former divisional headquarters (Dhaka, Chittagong, Rajshahi and Khulna). BPATC has two Faculty

Buildings, one Administrative Building, one Executive Conference Room (capacity for 100 persons), two Lectures Theatre (capacity for 70 seats each), one Syndicate Building with five classrooms, an Auditorium (capacity for 1,000), two Language Labs, three Computer Lab with 87 computers having Internet and Local Area Network (LAN) with a total number of 224 PCs, one Library with a collection of 1,00,000 books, one Cafeteria with 700 seats, five Dormitories having a capacity of 450 seats, one Guest House (14 seats), one Mosque (capacity for 600), three Tennis courts, one Clinic, one Officer's Club, twenty-one residential buildings, one Shopping Centre, one Bachelors Dormitory, one Swimming Pool and one Telephone Exchange. Regarding transport facilities, BPATC has four buses, eight minibuses, one minibus, two jeeps, two pick-ups, two trucks, nine cars, nine motorbikes and one ambulance. BPATC also runs a Higher Secondary College Cum-School, one Sonali Bank branch, one Post Office and one garden of herbal plants in its campus. It has also one 2.6 km jogging track. BPATC's recent attraction is its International Training Complex. The objectives of the establishment of the International Training Complex are as follows:

1. To organise regional and international programmes relating to human resource development and capacity building.
2. To facilitate regional and international events like workshops, seminars, conference, board meetings, etc.
3. To provide accommodation facilities for participants of foreign countries who will attend training courses at the Centre.
4. To provide accommodation for the foreign nationals on study tours to Bangladesh. This fully air-conditioned International Training Complex provides one Conference hall with 150 capacity, 24 fully furnished residential rooms (24x2=48 capacity) with attached kitchenettes, 4 Class rooms with all modern audiovisual facilities (capacity 100), 4 Syndicate rooms (each with a capacity of 25 seats), 1 Lecture gallery/ Mini-Auditorium (capacity for 80), 2 Briefing rooms (capacity for 20 at each), 1 reading room, 1 dining room and 10 office chambers.

Organisational Structure of BPATC

The Rector, who is a senior Secretary to the Government of the People's Republic of Bangladesh, heads the Centre as its chief executive. The next layer consists of five Members Directing Staff (MDSs), who are of to the rank of Joint Secretary to the Government, who supervise the following divisions:

- Management and Public Administration;
- Programme and Studies and Regional Centres;
- Development Economics;
- Research and Consultancy; and
- Development Projects.

Each division consists of a number of specialized departments headed by a Director, an officer of the rank of Deputy Secretary. The other faculty members below Director are designated as Deputy Directors, Librarian, Senior Research Officers, Assistant Directors, Research Officers and Evaluation Officers. The faculty of the Centre is composed of professionals in various disciplines and many of them are drawn from members of different cadres of Bangladesh Civil Service.

Training Programmes of BPATC

The main function of BPATC is to impart training to the public sector and private sector officials and also to the officers or NGOs. BPATC's training programmes are broadly classified into two major groups- (i) core courses and (ii) short and specialised courses. Core courses usually range from 10 to 16 weeks and linked to career development while short and specialized courses range from 1 to 4 weeks. Focus of the core courses is to develop conceptual ideas and practical knowledge, while the short and specialised courses focus on the development of skills of specific clientele groups.

Core Courses : BPATC has three Core Courses, namely-

1. Foundation Training Course (FTC) for newly recruited officials of different cadres of Bangladesh Civil Service.
2. Advanced Course on Administration and Development (ACAD) for Deputy Secretaries to GOB or equivalent officers from different organizations;
3. Senior Staff Course (SSC) for Joint Secretaries to GOB or equivalent officers from different organizations;

Apart from those core courses, the Centre organises three Special Courses as mentioned below :

1. Half-day course for Secretary to the government;
2. Policy, Planning & Management Course for Additional Secretary to the government;
3. Efficiency Enhancement Course for Senior Assistant Commissioner;

Short Courses: BPATC has several short courses in its training programme, namely:

1. Training of Trainers Course
2. Project Management Course
3. Trade and Aid Negotiation Course
4. Human Resource Planning Course
5. Financial Management Course
6. Environmental Management and Sustainable Development Course
7. Modern Office Management Course
8. Gender and Development Course
9. Communicative English Course
10. Information Technology & E-Governance Course
11. Foundation Refresher Course
12. Total Quality Management Course

Moreover, the Centre organizes short tailor-made training courses as per requirements of specific organizations that ask for such courses for their officials or clients.

Training Achievements: Since its inception, the scenario of BPATC's core training achievements are as below:

Name of the Courses	Number of Courses	Number of Participants		
		Male	Female	Total
1. Foundation Training Course (FTC)	43	6776 (87.06%)	1007 (12.94%)	7783
2. Special Foundation Training Course (SFTC)	19	3040 (90.37%)	324 (9.63%)	3364
3. Advanced Course on Administration and Development (ACAD)	65	1645 (93.95%)	106 (6.05%)	1751
4. Senior Staff Course (SSC)	50	912 (97.54%)	23 (2.46%)	935
Total	177	12373 (89.45%)	1460 (10.55%)	13833

So, it is seen from the above table that the total number of participants of core courses is 13,833 and the number of female participants of core courses is only 10.55%

Since its inception, BPATC imparted a total number of 375 short courses of different types and durations and the total number of participants of those courses is 10,365.

Other Activities of BPATC

BPATC in fact, is a vast institution with multifarious activities. Apart from training, its other activities are as below:

Publications: BPATC Publishes three journals, namely:

1. Bangladesh Loka-Proshashon Patrika: the annual Bangla journal of the Centre. It contains basic or research-oriented articles on social sciences in Bangla. However, articles relating to public administration, development economics, management and training receive higher priority. So far, 10 issues of the journal have been published and the 11 issues is in the press waiting for final print.
2. Bangladesh Journal of Public Administration (in English; bi-annual) This Journal disseminates the latest research on social sciences in general and economics and public administration in particular. So far, 15 issues are published and the 16th issue is currently at the press waiting for final print.
3. Loka Proshason Samoeeky (bilingual; quarterly). It publishes basic or research oriented articles on social sciences in Bangla or English. However, articles relating to public administration, development economics, management and training receive priority. The 36th issue of this periodical has been published recently.

Research: Research undertakings and their effective implementation is one of the mandatory functions of the Centre. Bangladesh Public Administration Training Centre has been conducting research works on multi-disciplinary fields. Though the Centre started its journey in 1984, its research activities started first in FY1986-87. Since then the Centre has successfully conducted a total number of 147 research projects on different leading issues. These are, Training Needs Assessment (TNA)/ Follow-up Study/Performance Appraisal (54) Poverty Reduction (14) Govt. organisation/ Policy Issues (23) Economics and Trade (8)

Social Structure (9) Human Resource (8) Environment (7) Gender (6) MIS (5) Law (5) Agriculture (4) and Education (4).

Seminar/Workshop: BPATC, since its inception, have been conducting seminar/workshops suited to the contemporary pressing needs of the government. It is noteworthy that the Centre has so far organised 133 seminars/workshop. It has accommodated a total number of 6,896 participants from different government and non-government organizations in these seminars/workshops.

Consultancy: Among other mandated responsibilities of BPATC, consultancy occupies a very important place. BPATC provides consultancy services to the government on specific problems of administration and development as and when required. The Centre conducts research on public administration, management and development issues and thereby supports the government with consultancy so that the government can formulate appropriate policies and take necessary measures to implement them.

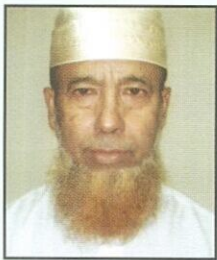
Institutional linkage: BPATC is running some collaborative training programmes in the Centre and in its Regional Centres. BPATC is going to sign memoranda of understanding (MOU) with the Asian Institute of Technology (AIT), Thailand; BRAC University, Bangladesh; UNDP Bangladesh; Japan International Cooperation Agency (JICA), Japan; DFID, UK; and the Northern University Bangladesh. In 2007-2008, BRAC University, Bangladesh conducted last semester of MA in Governance and Development (MAGD) in the Centre. BPATC is arranging a number of courses for human resource development of Chittagong Hill Districts according to the MOU signed between BPATC and UNDP-CHTDF. BPATC is considering the proposal of BRAC University to sign an MOU for organizing evening MAGD in Dhaka BPATC. MOUs between BPATC and AIT, Thailand for Master's and PhD programmes are in the finalization process. BPATC and UNDP have already signed an MOU for Comprehensive Disaster Management Programme. Besides, Managing At The Top 2 (MATT2) development workshops have been arranged for preparing high officials of Bangladesh Civil Service (BCS). This programme has been designed to develop a critical mass around 2000 government officials of BCS.

Overseas Higher Education under Strengthening of BPATC Project: Since 2005-06, attempts have been taken to arrange overseas higher education (Phd, Masters and Diploma) for BPATC faculty members and prospective faculty

members under the phase of Strengthening of BPATC Project. By now, 5 officers are pursuing their Phd level study abroad. On the other hand, 13 officers have completed Masters Degree and 3 officers completed Diploma level study. Most of them are now working in BPATC. Candidates are being selected for 3 Phd, 16 Masters Degree and 5 Diploma level overseas programmes under the same project.

Conclusion

In accordance with the Article 1.3(iv) of Public Administration Training Policy, 2003, BPATC is declared as the apex training institution and think-tank for providing advisory services to the government regarding policy, administration and management issues. Necessary supports are provided by the government. As an apex training institute BPATC is expected to build institutional linkages with other training institutions of either public or private sector at home and abroad. The vast activities of BPATC should convert it as a 'Centre of Excellence'. Twenty-five years is not a long period for a national training body. But the records of its performance may augur well for the even more impressive feat in future. The Centre shall definitely do justice to the degree of attention the republic pays to training and research in public administration. BPATC is an institution of the nation, not of any particular segments of officials or any particular cadre(s). The nations well-being and development will certainly be influenced by its performance. It is hoped that the Centre shall rise to the occasion and fulfill its mission.



BPATC as I Look Back

A.Z.M. Shamsul Alam*

The 25th anniversary celebrations of the Bangladesh Public Administration Training Centre are being graciously inaugurated by Bangladesh Prime Minister Sheikh Hasina on 28-04-2009. We hope that under the able guidance of our popular Prime Minister this Centre will accomplish what it failed to do in the past and achieve the goals for which it was established in 1984.

BPATC was inaugurated by former President H. M. Ershad 25 years ago on 03-05-1984. Major General Mahabbat Jan Chowdury was the then Establishment Minister and he piloted approval of the concept of BPATC. We salute them with gratitude for their contributions.

Mr. A.F.M. Ehsanul Kabir, the then Secretary, Ministry of Establishment, Mr. D.S. Yousuf Hyder, Additional Secretary and many others deserve our appreciation and gratitude for their contribution to bring BPATC into existence.

BPATC is definitely an institution we are proud of and it will continue to be so in future. On this occasion we gratefully recall the services of its first Project Director Mr. H.T. Imam and its first Rector Dr. Shaikh Maqsood Ali and founding Members of Directoring Staff- Dr. Fazlul Hasan Yousuf, Dr. M. Naimuddin, Dr. Akbar Ali Khan, Dr. A.T.M. Shamsul Huda, Dr. M. Harun-ur-Rashid and all others who made their contributions along with them and thereafter.

Bangladesh Public Administration Training Centre and all associated with it in various capacities and responsibilities in the past and at present deserve our gratitude and appreciations on the occasion of its successful completion of 25 years of its glorious existence. We wish this pride institution of ours its centenary celebrations, well ahead of it, as we shall not live that long to celebrate it.

Concieved and run well, this centre of training excellence is a unique institution for the training of four tiers of officers and staff in public administration and

* Former Rector, Bangladesh Public Administration Training Centre.

management and of specialists in the public service. Credit goes to the participants in training as well as their trainers and guides.

Dr. Shaikh Maqsood Ali, the founder Rector of BPATC called "PATC not a new training institute but a new philosophy of life." He expected that BPATC "would soon develop itself into a centre of excellence among the training institutions in Asia and in the Pacific" in his short note titled "PATC as a New life Philosophy" published in the Inauguration Brochure of BPATC. Mr. M. Abdus Salam Khan, the present Rector of BPATC may evaluate how far we have achieved that goal.

Integrated and Co-located Training Centre of all Cadres

Bangladesh Public Administration Training Centre as an apex Training Centre for the Officers and Staff was conceived to be a common, co-located and integrated training centre of all cadres of civil services in the country. It will have four Regional branches for staff training called--- RPATC Dhaka, RPATC Khulna, RPATC Rajshahi and RPATC Chittagong.

Education and degree in various disciplines cannot provide common knowledge, understanding and discipline in the officers without common syllabus, curricula and training. Bangladesh Public Administration Training Centre has done its best to integrate the knowledge and skill of officers of various cadres and services.

Benefits of co-location

One of the merits of co-location of the officers and staff training centre in BPATC was the promotion of better understanding and fellow feeling among the officers of mid-level, entry level and senior level officers. But imaginative, more effective method and mechanism for that, we should develop further. This objective is not perhaps firmly rooted in our mindset and administrative culture. However, it has made a significant contribution in creating sense of honour, deeper understanding and esprit de corps among the Officers and Staff of the country.

Eating Together

Senior level, mid-level and entry level officers are trained in BPATC. These three level officers do not take same food nor from the same table. Eating places are separate. Food allowances are also different. The junior officers necessarily need more food and calories due the young age, more strenuous physical exercises in the morning, afternoon and consequent hunger.

If the Officers of three levels could eat the same food in the same table, eating together might have contributed to still better understanding among them. Besides eating together, there can be more imaginative and integrated training and seminar discussion programme of all levels of officers on administrative and development problems and issues on the administration of the country.

Responsibility

Public Service Commission provides the Government officer raw materials. It is the responsibility of the training institutes and the seniors of the junior officers to turn them into finished and fine officer products.

Human beings are the best, the most complicated and egoistic of the living beings. They may learn fastest and may not learn at all depending on the attitude, style of living and level of confidence and spirit of service to the fellow beings and towards life.

The Secretaries in the Government have longer and greater maturity and experience but the juniors may have deeper knowledge and higher education on any issue and subject of any department. Young age is the golden period to acquire knowledge due to sharper memory and seniority provides opportunity to use the acquired knowledge.

Developing Seriousness for Training

If the marks obtained during training in the BPATC are added to the marks obtained in the entrance examinations in the Civil Services for the determination of seniority in the cadres, the training would be taken more seriously by the trainees.

The marks secured by the candidates in the entrance examinations of the Civil Service of Pakistan (C.S.P.) used to be added to the marks obtained during training in the Lahore Civil Service Academy examinations for determination of their seniority in civil service cadre. This should be introduced in case of BPATC training.

The marks secured by the trainees on the basis of written examinations in BPATC should be added to the marks obtained during the initial entrance examination for determination of seniority. This system will create more seriousness among the trainees and they may attach greater importance to training in BPATC.

Pre-requisites for Training

Size of the civil bureaucracy has been enlarged very much and should be expanded more. There is no denying of the fact that output and efficiency have declined. It is not that the officers should learn rules, regulations about administrative matters and subjects during training, but there should be more than that.

There may be a few complicated legal areas which may not be easily intelligible to the trainees, if they do not read the training materials and books before coming for training. In addition to the training imparted, the role of the training institutions must be to assess the knowledge acquired by the trainees before coming for training.

Entrance Examination

Entrance examination for training should be conducted by BPATC and other training centres. This will induce them to read the prescribed books and materials far ahead of their coming for training.

In addition to raising the level of education during training, one of the roles of BPATC will be to adjudge the level of education and information on specific administrative areas the trainees have.

If they do not have enough knowledge to be acceptable for training, mere training will not help. Required knowledge of the work is fundamental to performance.

Computer Education

None should be deemed fit for training in the Bangladesh Public Administration Training Centre without three to six months computer course certificate from a recognised training institutes. There must be written test on computer skill.

Driving License

No trainee should be deemed fit for training or at least getting a training certificate from BPATC unless he has a driving license.

Physical Training

Smartness, promptness and initiative and discipline of officers in uniform appear to be more than in the "dress as you like" officers in civil administration. More rigorous physical training may have contribution in this regard. In view the poor

morale of the Civil Officers, I am personally of the firm opinion that we must learn from the training in the Police and Military training institutions and introduce uniform during office works. We the Bengalis were by nature more indisciplined and freedom minded due to our climate and distance from central seat of the Government before liberation. We change Governments as we throw off used clothes and furniture and even faster.

Jogging Track

BPATC has a Jogging Track 2.2 km. long. If a young man does not walk at least 6 k.m. a day or do equivalent physical work, he is not likely to be hard working officer. Due to our climate, fertile land, and heredity we are also by and large more ease loving.

Research Faculty

Research Faculty of BPATC should be developed enough to guide the research work done by various Directorates and Departments under the Ministries.

BPATC should create more facilities and develop wider expertise for research. Those who are willing to conduct research not on theoretical issues but on practical work under the Ministries should prefer to come to BPATC to carry on research on the problems of the Ministry and Department, under the guidance of the faculty of BPATC.

Consultancy Faculty

BPATC should have such Officers who can work as Consultants to various Departments and Ministers on accepting consultancy fee which BPATC should share with the officer consultants.

BPATC should have a Faculty of Consultancy and co-ordinate the practical and on the job consultancy and research work in various Ministries and organizations.

Consultancy Abroad

Unless BPATC develops its faculty to do consultancy abroad, the consultants may not actually acquire capacity to provide consultancy at home and replace and substitute the research and consultancy done by foreigners in our country.

Faculty Relationship with Civil Service Academy, Sunningdale, UK

The civil servants and scholars from Europe come to Civil Service Academy Sunningdale, UK where I.C.S. officers used to be trained. The standard of the

training of the BPATC should be raised to such level that the officers from Malaysia, Thailand South Korea come to Bangladesh for training.

I was once a lecturer in the Department of Economics in Dhaka College and I hail from Comilla. In the 1960s students and trainees from Malaysia, South Korea, Thailand and as far away as Fiji and other regions would come to Dhaka College and Comilla Academy for Rural Development and for education and for training.

Why should we not develop the standard of the BPATC to a level so that trainees from abroad come to attend the training here. We have enough Civil Servants educated abroad who can work as trainers and lecturers.

BPATC Library

BPATC Library is one its pride and glory. It has a large collection of 1,06,497 titles compared to 98,089 of Jahangirnagar University Library as on 29-03-2009, according to Accession Register entries of these two institutions.

BPATC Library may adopt a programme to collect at least 2 copies of each and every book published and written by any Govt. employee.

P.S.C. and N.D.C. Courses

- Defence Services Command and Staff College, Army War College and National Defence College, Dhaka, conduct one year courses on Military Science and Defence Subjects. They confer P.S.C. (Passed from Staff College) A.W.C. (Army War College) and N.D.C. (National Defence College) Degrees. Officers upto the rank of Major are admitted in the P.S.C. courses, and upto the rank of Lt. Col. are admitted in the A.W.C. courses and upto rank of Brigadier are entitled to be admitted in the N.D.C. courses.

National Defence College is generally headed by an officer of rank of Major General. About 20% or more or less, participants in these courses are reportedly from foreign countries like India, Indonesia, Malaysia, Pakistan, Saudi Arabia, Kuwait, Nepal, Nigeria, the U.S.A., and all over the world.

If the Defence Services Officers can conduct programmes like P.S.C., A.W.C. and N.D.C. courses, why civil administrative officers cannot develop equivalent courses which will be participated by candidates from abroad ? The standard of research, training and education of the BPATC trainees must be higher than that of the University students as the officer trainees have already obtained University degrees.

The level of training in the Lahore Civil Service Academy was fairly high. This may be due to the longer duration (2 years) of training and higher sense of responsibility and importance of cadre.

Inculcation of Discipline

With all appreciation for the meritorious contribution of the training and trainers, BPATC or any other civil administration training institutions, do these match the contribution and the role of the Military and Police Training Institutes in creating a pride and confidence in their cadre. This perhaps is generated through disciplined training in the Police and Military Training Centres ! It is because our educational institutions are helpless in inculcating discipline and values. Some of our modern students mostly set values not their teachers. I may be entirely wrong with different set of facts. But the standard of our discipline is comparatively poor.

Job Satisfaction

Why I am so enamoured of armed forces training ? Capt. Abdul Halim was the Secretary General of B.N.P. and powerful Local Govt. Minister during President Ziaur Rahman. Was he ever ashamed of his service in the army, inspite of his not being promoted above the rank of Captain ? Not to speak of Deputy Secretaries, even officers retiring as Additional secretary or Secretary do not introduce themselves as such. It may be their modesty. I myself do not introduce myself as Secretary or as Retd. Secretary. If some one introduces me as Retd. Secretary, I re-introduce myself jokingly as a "Morhum" Secretary or "Bekar" Secretary. What I want to point out here, we should not be ashamed, but feel honoured to have the opportunity of being a Government employee and getting an opportunity of serving our people.

It is not the position, or rank but job satisfaction which is important. We should take pride in being Govt. servant and getting opportunity to serve our people from whatever title or capacity we get the opportunity.

Wind of Change

Socio-economic scenerio of Bangladesh is changing fairly fast. We are no longer condemned as we used to be as "bottomless basket" in the past. The urban as well as the rural Bangladesh are neither stagnant nor deteriorating. Here lies some contribution, along with others, we the civil officers. But did the quality of administration and management change for the better or worse ? Is the corruption cost of the service is on the rise or fall ?

Not only those who are in service, we the retired officers who enjoyed all the benefits and blessings during our tenure are equally accountable for the disgrace and infamy we left behind us. The parents and predecessors are accountable for the deeds and the misdeeds of the successors. May Allah help us and save the dignity, honour and sovereignty of our dear motherland.

Honesty

I had 28 postings in 28 years of service. I was kicked from one post to another. Had I been dishonest or inefficient? Service discipline demanded that I must endure and suffer ignominy and disgrace in silence. That I did, but rarely compromised with undue desires. If all were like us, our sufferings would have been far less. It is our fault. Not of those who were different. I was contented blaming my luck, but not blaming my country.

Honesty is the best policy, either suffer or enjoy it. Like birth pangs there is pleasure indeed in suffering. Try to learn it and enjoy it, my dear junior colleagues. I am not alone in this breed, trend and culture.

There were innumerable officers and employees who were much better than me. I have seen saints more in administration than in my known hermits. I am proud of my ascetic seniors and juniors whose unworthy colleague I was.

During training let us not merely improve our talents, abilities and must not impair our souls and morals but strengthen these. We must not make our nation wretched and lost, but turn our dear motherland great and glorious.

In our old past trainees from Asian Countries like Thailand, Malaysia, Indonesia, Thailand would come for training in to Rural Development Academy, Comilla run by Akhter Hamid Khan. In the 1960 students from foreign countries would come to our Engineering University and other institutions for higher education. I was a teacher in Economic in Dhaka College. We had students from East Asian countries and even as far away as from Fiji for in under graduate studies. Should we not develop BPATC to a level where trainees from abroad would come for higher training in management and administrative skills. That may reflect better our training skill. This cannot be done with our seasonal Rectors waiting appropriate posting elsewhere. I was a Rector of BPATC for six months in my first period. They should be given training for actual performance of the job. BPATC should conduct written Test before accepting the trainees for training.

Conclusion

While appreciating the services of all connected with it, we may also recall that BPATC in its 25 years of existence had 19 Rectors. I was Rector of BPATC twice and in my first term I was Rector for only six months and left it of my own. I am one of those early criminals who abandoned my responsibilities of my own and system allowed it.

Those who obtained Ph.D. degree from abroad or had lost ambassadorial and other assignment abroad should give the benefit of their foreign experience as top level personnel of the training institutions and contribute to building up more efficient bureaucracy.

May Allah give us good sense to repay our debt to the nation for the prestige and positions, benefits- financial and otherwise showered on us.



First Female MDS of BPATC

Nilufar Begum*

The post of Member Directing Staff (MDS) is equivalent to Joint Secretary level or above. My efficiency, sincerity, hard work and determination made it possible to reach that position as the first woman ever.

I got promotion to MDS while I was working as the Vice Principal of the Academy for Planning and Development (APD). It was the year 1993. I was at APD on deputation from BPATC. At that moment Dr. Tawfiq-e-Elahi Chowdhury, Bir Bikram (at present Adviser to the Honorable Prime Minister) had just joined APD as its new Principal. Before his joining I was in charge of that institution. I was ordered to join BPATC within a week of Dr. Chowdhury's new posting to APD. Moreover, at that time there was a possibility that he would have to go abroad. Therefore Principal Chowdhury did not want me to leave APD. Yet with his kind consent I joined BPATC as an MDS on the 24th of April 1993. I worked there only for four days before I was again deputed to APD as Dr. Chowdhury persuaded the Government to do so. This time I worked at APD for one year and seven months. As there was a shortage of MDSs in BPATC I had to rejoin there on 21-11-94 as the MDS (P & S). In BPATC I used to supervise all the training programmes, teach in classes and run the administration including the 4 RPATCs of Dhaka, Rajshahi, Khulna and Chittagong. For quite a while Rector's power was conferred to me to run the entire administration and I also therefore had to act as the Member Secretary to the Board of Governors. I had to take overall responsibility for the two divisions - Programme and Studies, Public Administration and Management. I was also the Chairperson of the No. 1 and No. 2 Selection and Promotion Committees, the Scholarship Distribution Committee, BPATC's School Managing Committee, etc. Although I had to shoulder the big responsibility, I enjoyed it. During that period as the team leader and course adviser of ACAD Courses I visited Pakistan (1994) along with a team of 18 participants and Srilanka (1995) with a group of 28 participants. All these participants were deputy secretary level officers. We visited different organizations and different training institutions and shared our ideas and learnt new things.

* Rtd. Joint Secretary (Former MDS, BPATC)

In 1996 as the Course Director of the 16th Senior Staff Course with a group of 17 participants (joint secretary level) I visited Indonesia. The team leader of our study tour was Mr. Habibur Rahman, the then Establishment Secretary and our course coordinator was Mr. Mosharraf Hossain Bhuiyan, the then Deputy Director of BPATC (now he is the Secretary of ERD). There we exchanged our ideas and we shared our experience in administrative reforms and modernization of the civil service in the context of Bangladesh. The study tour was organized with the support of USAID.

While I was the MDS, Shaikh Hasina, the then honorable Prime Minister, visited BPATC and inaugurated our 18th Foundation Course on the 28th of August 1996. I was the Course Adviser of that Foundation Course. The photos bring back lots of good memories.

I served BPATC for about 8 years holding different positions. Before the establishment of BPATC I had worked for 9 years at NIPA and for 5 years at COTA. NIPA and COTA merged together into BPATC on the 28th of April 1984.

At BPATC I had worked under 5 respected rectors in different times - Dr. Shaikh Maqsood Ali, Mr. A. K. M. Hedayetul Huq, Dr. Ekram Hossain, Mr. Kazi Md. Manzur-I-Mowla and A. Z. M. Shamsul Alam. I learnt many things from these learned personalities. While working as a director of BPATC (1985) I was under the supervision of the then two MDSs, Dr. Akbar Ali Khan (Ex-Adviser of the Care Taker Govt.) and Dr. A. T. M. Shamsul Huda (Chief Election Commissioner). I also learnt a lot from them. Except for a very few cases I had never said 'no' to any assignments from my superiors and tried my best to complete those. On the other hand I did establish a good working relationship with all my colleagues - superiors and subordinates. As the MDS for the first time I introduced foreign trips or overseas study tours for BPATC's officers. During my time there were a small number of female employees working at BPATC.

Though the heading of my writing is 'First female MDS of BPATC' my seniors had never evaluated my work based on my gender. I left BPATC on the 11th of March 1998 as I was deputed to the Ministry of Establishment and from there I was posted to the Ministry of Women and Children Affairs as a joint secretary.

Morning exercises, evening games, mess nights, guest nights, and different ceremonies - I cherish the memory of those lively days in BPATC. I fell in love with the beautiful, calm and quite premises. I acquired knowledge, learnt etiquettes, and enriched my experience from the rectors, my juniors and from all my participants. I am grateful to all of them. Whenever I get a chance to go to BPATC it feels like returning to my second home. These precious memories will remain with me for the rest of my life.



Blessings out of Curse

M. Shafiul Alam*

Background

I was passing a terrible time at Mymensingh, when I was promoted as JS. Political masters requested Establishment Secretary to make me OSD, alternatively to dump in an insignificant place. MOE was kind enough to choose the latter by giving me a posting at BPATC.

Why blessing?

There are a lot of positive aspects of my dumping station as blessings; I like to mention important few:

a. Financial benefit

Adding to my basic pay, I used to get training allowance, project allowance, rent free house, research and other remuneration which made my salary at least double of a JS.

b. An excellent atmosphere to live

The real beauty of serving at BPATC was to live in a green and pollution free campus of BPATC. When I was outed from the throne of DC Mymensingh, I had been searching at least 10% of Dhaka city to find out a suitable accommodation with reasonable rent. But I failed to reconcile these two considerations. I was in a total despair. But when I got the posting along with a vacant house it was a great blessing from the Almighty Himself.

c. Initiating some new projects

At BPATC, I was entrusted with the responsibility of MDS (Project). But the original project, BPATC 3rd phase was about to be concluded. I made out a breathing time to exhaust all the money of the project. All of my colleagues in the project, worked day and night to complete all project items.

As a workaholic man, it was difficult for me to sit idle. Therefore we initiated some new projects. Out of them we succeeded in launching "SBPATC Project" with initial funding of 20 crore from JDCF. We had only 2 months to spend all the

* Secretary-in-Charge, President's Office (Former MDS, BPATC)

money. But all out endeavour all of my team members, made that impossible mission to a possible one. Almost all of the faculty members the BPATC got opportunity to go aboard for any type of programme. Top ten of FTC went to India, Pakistan, ACAD and SSC members started visit foreign countries as foreign exposure, some of the young faculty members got opportunity to pursue MS and Ph.d under this project.

Beside these, a lot of important activities, like research, international seminars and some important infrastructural developments were major components of the project. We had to work almost 18 hours per day. But all the team members were happy enough to do so, because there were job satisfactions among them for doing good of others.

d. External visits

After finishing my MS in the UK, I got no chance to go abroad for any training. Till becoming JS, the only foreign visit in my credential was the UK stayal only. But after joining the BPATC, I went to the Philippines under CBGM project of MOWCA, went to Malaysia through UNDP, went to AIT, Thailand, Pakistan and the USA under SBPATC project.

The memorable events of Pakistan such as meeting secretaries, high officials, academicians and seeing Maree hights and Waga border ceremony will remain as treasure for us. In Thailand beside sight seeing siting with dignitaries like Chiang Mai Governor, VC of the varsity, President of AIT and some others were very much remarkable to us.

In the USA visiting Boston Varsity, UN Headquarters and some other places were a matter of joy forever.

In Metro Manila we had the opportunity to sit with Alternate Chief Justice of the country along with Attorney General and many high officials. It was a great pleasure for us to visit Tagathai heights and volcanos. In one city of Metro Manila, we met the Mayor who presented us a memento of shoe, the emblem of the city.

e. Enriching self

BPATC is a centre of excellence for training, learning, research etc. I got ample opportunity to devote myself in all sectors of mental faculties in the process of inculcating knowledge, skill and attitude.

Conclusion

In conclusion, I like to say that my stay at BPATC was really blessings out of curse for me.

Name of the BOG Chairpersons

<u>Name</u>	<u>Period</u>
1. Major General (Retd) Mohabbat Jan Chowdhury Former Minister Government of the People's Republic of Bangladesh	08.05.1984 - 15.09.1986
2. Professor M. A Matin Former Deputy Prime Minister Government of the People's Republic of Bangladesh	16.09.1986 - 09.09.1989
3. Air Vice-marshal (Retd) AK Khandakar Former Minister for the Ministry of Planning Government of the People's Republic of Bangladesh	10.09.1989 - 03.08.1990
4. Barrister Moudud Ahmed Former Vice President Government of the People's Republic of Bangladesh	04.08.1990 - 06.12.1990
5. Md. Nurul Huda Former State Minister for the Ministry of Establishment Government of the People's Republic of Bangladesh	09.10.1991 - 18.06.1993
6. Barrister Md. Aminul Huq Former Minister for the Ministry of Establishment Government of the People's Republic of Bangladesh	19.06.1993 - 16.08.1996
7. A. S. H. K. Sadek Former Minister for the Ministry of Education Ministry of Primary and Mass Education and Ministry of Science and Technology Government of the People's Republic of Bangladesh	17.08.1996 - 31.12.2001
8. Dr M Osman Farooq Former Minister for the Ministry of Education Government of the People's Republic of Bangladesh	01.01.2002 - 25.02.2007

<u>Name</u>	<u>Period</u>
9. Ayub Kadri Former Advisor for the Ministry of Education Ministry of Primary and Mass Education and Ministry of Cultural Affairs Government of the People's Republic of Bangladesh	26.02.2007 - 29.01.2008
10. Dr. AMM Shawkat Ali Former Advisor for the Ministry of Health and Family Welfare Government of the People's Republic of Bangladesh	30.01.2008 - 24.03.2009
11. Abul Maal A. Muhith Minister for the Ministry of Finance Government of the People's Republic of Bangladesh	25.03.2009 - Till date

Name of the Rectors

<u>Name</u>	<u>Period</u>
Dr. Shaikh Maqsood Ali	28.04.1984 - 10.08.1985
A.K.M. Hedayetul Huq	09.10.1985 - 25.01.1988
M Anisuzzaman	07.02.1988 - 02.07.1989
Dr. Nazrul Islam	05.07.1989 - 15.08.1989
Mohammad Siddiqur Rahman	16.08.1989 - 09.01.1990
A.Z.M. Shamsul Alam (In-charge)	11.01.1990 - 31.07.1990
Dr. Ekram Hossain	01.08.1990 - 15.01.1991
Dr. Mohammad Ekramul Ahsan (In-charge)	15.01.1991 - 16.06.1991
Kazi Md. Monzur-I-Mowla	17.06.1991 - 01.07.1995
A.Z.M. Shamsul Alam	27.06.1995 - 29.12.1996
Dr. Ekram Hossain	19.01.1997 - 17.01.2001
Dr. Kshanada Mohan Das	21.03.2001 - 19.11.2001
A.K.M. Delwar Hossain (In-charge)	01.12.2001 - 27.12.2001
Dr. Md. Omar Faruque Khan (In-charge)	20.01.2002 - 23.06.2002
Dr. Kamal Uddin Siddiqui	23.06.2002 - 01.11.2003
Ahbab Ahmad	01.11.2003 - 31.10.2005
Md. Abdus Salam Khan (In-charge)	05.12.2005 - 09.03.2006
Md. Abdus Salam Khan	09.03.2006 - 22.01.2007
Abu Md. Maniruzzaman Khan	22.01.2007 - 02.09.2008
Md. Abdus Salam Khan	03.09.2008 - Till date

Present Faculty Members of BPATC

Sl.No	Name (<i>Not on seniority basis</i>)	Designation
1.	Md. Abdus Salam Khan	Rector
2.	Syed Mahboob Hasan	MDS (Project)
3.	Begum Zishan Ara Arafunnesa	MDS (Management and Public Administration)
4.	Hussain Jamil	MDS (Research & Consultancy)
5.	Mohammad Haroon Chowdhury	MDS (Development & Economics)
6.	Md. Ashraf Hossain	MDS (Programme & Studies)
7.	Md. Faizur Rahman	Director (Administration)
8.	Md. Shirajul Islam	Director (Management)
9.	Iqramul Haque	Director (Staff Training & Training of Trainers)
10.	Shyam Sunder Sikder	Director (PPR)
11.	Paritosh Chandra Das	Director (Evaluation)
12.	Md. Mahamud-UI-Hoque	Director (Research & Development)
13.	Dr. Shah Mohammad Sanaul Hoque	Director (Economic Theory)
14.	AKM Enamul Haque	Director (Governmental System)
15.	Santosh Kumar Sikder	Director (Library and Training Aids)
16.	Banik Gour Sundar	Director (Quantitative Method)
17.	Begum Dolly Debi	Director (D.D. RPATC, Rajshahi)
18.	Begum Kanka Jamil	Director (Project Management)
19.	Begum Tahmina Akhter	Director (Planning & Development)
20.	Dr. Md. Mizanur Rahman	(DS) Deputy Director (RPATC, Dhaka)
21.	KM Ali Azam	(DS) Deputy Director (RPATC, Khulna)
22.	Ashraf Uddin Ahmed	Deputy Director (Finance)
23.	Dr. Md. Abdul Maleque Talukder	Deputy Director (Regional Centre)
24.	Dr. Monzurul Haque (on lien)	Deputy Director
25.	Kazi Hasan Imam (on lien)	Deputy Director
26.	Ram Chandra Das	Deputy Director (PPR)
27.	Md. Esmail Hossain	Deputy Director (RPATC, Chittagong)
28.	Md. Sanwar Jahan Bhuiyan	Deputy Director (Service)
29.	Begum Jesmin Ara Begum	Deputy Director (Administration)
30.	Mohammad Moshior Rahman	Deputy Director (Sports)
31.	Md. Golam Mahede Librarian	(Documentation)

32. Md. Zakir Hossain	Librarian (AVR)
33. Md. Kaesuzzaman	Deputy Director (Publication)
34. Begum Nurunnahar	Deputy Director (Evaluation)
35. Md. Shah Alam Ghazi	Deputy Director (Project Management)
36. AKM Aynul Haque	Deputy Director (Behavioral Science)
37. Mustaque Ahmed	Deputy Director (Govt. System)
38. Md. Shafiqul Haque	Deputy Director (Research)
39. S.M. Zobayer Enamul Karim	Deputy Director (MIS)
40. Mohammad Ziaul Islam	Assistant Systems Analyst
41. Mohammad Saiful Islam	Programmer
42. Hayat-Ud- Dowllah Khan	Deputy Director (Quantitative Method)
43. Begum Fahmida Sultana	Deputy Director (STOT)
44. Dr. Mostafizur Rahman	Medical Officer
45. Dr. Munira Hossain	Medical Officer
46. Md. Abul Basher	Senior Research Officer
47. Dr. Khondoker Abdul Mottaleb	Senior Research Officer
48. ATM Arif Hossain	Assistant Director (Sports)
49. Dr. Md. Arafe Zawad	Assistant Director (Sports)
50. M. Arifur Rahman	Evaluation Officer
51. Md. Atikuzzaman	Assistant Director (Finance)
52. Md. Zohurul Islam	Assistant Director
53. BM Benojir Ahmed	Assistant Director (Dormitory)
54. Md. Sharif Hasan	Assistant Director (Public Admin.)
55. Begum Rokeya Fahmida	Evaluation Officer
56. Mehedi Masud	Evaluation Officer
57. Md. Moin Uddin	Assistant Director (RPATC, Khulna)
58. KM. Abdul Kader	Assistant Director (Purchase & Store)
59. Dr. Sk. Muslima Moon	Assistant Director (Documentation)
60. Anisur Rahman Khan	Assistant Director (Logistics)
61. Mohammad Rezaul Karim	Assistant Director (P&D)
62. Mohammad Moniruzzaman	Assistant Director
63. Momtaz Hoque	Publication Officer
64. Byomkesh Talukder	Evaluation Officer
65. Abu Naser Mohammad Sajidul Ahsan	Research Officer
66. Md. Morshed Alom	Research Officer
67. Najmus Sayadat	Assistant Director (General)
68. Syeda Masuma Khanom	Evaluation Officer

69. Md. Alam Mostafa	Assistant Director (RPATC, Dhaka)
70. Farzana Mannan	Assistant Director (Regional Centres)
71. Mohammed Monsur Alam Khan	Assistant Director
72. Md. Abdul Mannan	Assistant Director (Programme)
73. Mohammed Mahbubul Alam Mazumder	Assistant Director (Staff Training)
74. Mostofa Morshed	Assistant Director (PS to Rector)
75. Md. Nurul Islam	Assistant Director (RPATC, Chittagong)
76. Md. Hasinur Rahman	Assistant Director (RPATC, Rajshahi)
77. Md. Nurul Amin	Research Officer
78. Afia Rahman	Research Officer
79. Tanjur Ahmed Joarder	Assistant Programmer
80. Shaibal Chanda	Assistant Director (Sports)
81. Md. Altab Hossain	Assistant Programmer
82. Jagodish Chandra Roy	Assistant Director (RPATC, Dhaka)
83. Md. Amir Khasru	Assistant Director (Protocol)
84. Md. Nazir Ahmed	Assistant Director (RPATC, Chittagong)

Sub-Committees Constituted for Silver Jubilee Programme 2009

1. Inauguration Sub-committee	1. Sayed Mahboob Hasan MDS (Project)	Convener
	2. Md. Farizur Rahman Director (Administration)	Member
	3. Md. Mahamud-UI-Hoque Director (Research & Development)	Member
	4. AKM Enamul Hoque Director (Governmental System)	Member
	5. Begum Kanka Jamil Director (Project Management)	Member
	6. Begum Jesmin Ara Begum Deputy Director (Administration)	Member
	7. Muhammad Moshir Rahman Deputy Director (Sports)	Member
	8. Md. Zakir Hossain Librarian (Audio-Visual & Reprography)	Member
	9. Shah Alam Ghazi Deputy Director (Project Management)	Member
	10. Md. Amir Khasru Assistant Director (Protocol)	Member
	11. Md. Abdul Based Transport Supervisor	Member
2. Seminar Sub-committee	1. Syed Mahboob Hasan MDS (Project)	Convener
	2. Iqramul Haque Director (ST&ToT)	Member
	3. Dr. Shah Mohammad Sanaul Hoque Director (Economic Theory)	Member
	4. Md. Shafiqul Haque Deputy Director (Research)	Member
	5. Md. Shahjahan Assistant Librarian	Member
3. Guest List Preparation Sub-committee	1. Shyam Sunder Sikder Director (PPR)	Convener
	2. Ram Chandra Das Deputy Director (PPR)	Member
	3. SM. Zobayer Enamul Karim Deputy Director (Management Information System)	Member
	4. Md. Kaesuzzaman Deputy Director (Publication)	Member
	5. Hayat-Ud-Dowllah Khan Deputy Director (Quantitative Method)	Member

	6. Mr. Abu Naser Mohammad Sajidul Ahsan Research Officer	Member
	7. Mohammed Monsur Alam Khan Assistant Director (ToT)	Member
	8. Md. Azizul Haque Assistant Librarian	Member
4. Reminiscence Sub-committee	1. Md. Ashraf Hossain MDS (Programme & Studies)	Convener
	2. Santosh Kumar Sikder Director (Library and Training Aids)	Member
	3. Begum Kanka Jamil Director (Project Management)	Member
	4. Mohammad Rezaul Karim Assistant Director (P&D)	Member
	5. Farzana Mannan Assistant Director (RC)	Member
	6. Md. Abu Baker Siddique Supervisor (Civil)	
5. Cultural Sub-committee	1. Begum Kanka Jamil Director (Project Management)	Convener
	2. Banik Gour Sundar Director (Quantitative Method)	Member
	3. Ram Chandra Das Deputy Director (Planning, Programming & Recording)	Member
	4. Fahmida Sultana Deputy Director (Staff Training & Training of Trainers)	Member
	5. Dr. Khondoker Abdul Mottaleb Senior Research Officer	Member
	6. Md. Abdul Mannan Assistant Director (Programme)	Member
	7. Shyamal Kumar Biswas Estimator	Member
6. Honour Awarding Sub- committee	1. Begum Zishan Ara Arafunnesa MDS (Management & Public Admn.)	Convener
	2. Paritosh Chandra Das Director (Evaluation)	Member
	3. Hayat-Ud-Dowllah Khan Deputy Director (Quantitative Method)	Member
	4. Md. Sharif Hasan Assistant Director (Public Admn.)	Member
	5. Mehedi Masud Evaluation Officer	Member

	6. K.M. Abdul Kader Assistant Director (Purchase & Store)	
	7. Byomkesh Talukder Evaluation Officer	Member
	8. Mohammad Rezaul Karim Assistant Director (P&D)	Member
	9. Dr. Muslima Moon Assistant Director	Member
	10. Md. Azizul Haque Technical Supervisor (Electrical)	Member
7. Publicity and Souvenir Sub-committee	1. Zishan Ara Arafunnesa MDS (M&PA)	Convener
	2. Banik Gour Sundar Director (Quantitative Method)	
	3. Md. Mahamud-UI-Hoque Director (Research & Development)	Member
	4. Jesmin Ara Begum Deputy Director (Administration)	Member
	5. Md. Golam Mahede Librarian (Documentation)	Member
	6. Md. Zakir Hossain Librarian (AVR)	
	7. Md. Sanwar Jahan Bhuiyan Deputy Director (Service)	Member
	8. Md. Kaesuzzaman Deputy Director (Publication)	Member
	9. AKM Aynul Haque Deputy Director (Behavioral Science)	Member
	10. Md. Abul Basher Senior Research Officer	Member
	11. Mohammad Rezaul Karim Assistant Director (Planning & Development)	Member
	12. Md. Abdul Mannan Assistant Director (Programme)	Member
	13. Momtaz Hoque Publication Officer	Member
	14. Byomkesh Talukder Evaluation Officer	Member
	15. Mohammed Mahbubul Alam Mazumder Assistant Director (Staff Training)	Member
	16. Md. Mofazzal Hossain Technical Supervisor	Member

8. Sports Sub-committee	1. Md. Faizur Rahman Director (Administration)	Convener
	2. Shyam Sunder Sikder Director (PP&R)	Member
	3. Santosh Kumar Sikder Director (Library and Training Aids)	Member
	4. Mohammud Moshior Rahman Deputy Director (Sports)	Member
	5. ATM Arif Hossain Assistant Director (Sports)	Member
	6. Dr. Md. Arafe Zawad Assistant Director (Sports)	Member
	7. Shaibal Chanda Assistant Director (Sports)	Member
	8. Md. Nazrul Islam Assistant Publication Officer	Member
9. Decoration, Dias and Seating Arrangement Sub-committee	1. Md. Faizur Rahman Director (Administration)	Convener
	2. Md. Sanwar Jahan Bhuiyan Deputy Director (Service)	Member
	3. Md. Zakir Hossain Librarian (AV&R)	Member
	4. AKM Aynul Haque Deputy Director (Behavioral Science)	Member
	5. BM Benojir Ahmed Assistant Director (Dormitory)	Member
	6. Anisur Rahman Khan Assistant Director (Logistics)	Member
	7. Md. Amir Khasru Assistant Director (Protocol)	Member
10. Entertainment Sub-committee	1. Paritosh Chandra Das Director (Evaluation)	Convener
	2. Md. Sanwar Jahan Bhuiyan Deputy Director (Service)	Member
	3. Begum Nurunnahar Deputy Director (Evaluation)	Member
	4. B. M. Benojir Ahmed Assistant Director (Dormitory)	Member
	5. Anisur Rahman Khan Assistant Director (Logistics)	Member
	6. Farzana Mannan Assistant Director (Regional Centres)	Member
	7. Md. Golam Azam Khan Comptroller	Member

11. Reception Sub-committee	1. Hussain Jamil MDS (Research & Consultancy)	Convener
	2. Zishan Ara Arafunnesa MDS (Management & Public Admn.)	Member
	3. Mohammad Haroon Chowdhury MDS (Development & Economics)	Member
	4. Begum Kanka Jamil Director (Project Management)	Member
	5. Shyam Sunder Sikder Director (PP&R)	Member
	6. Paritosh Chandra Das Director (Evaluation).	Member
	7. Dr. Md. Mizanur Rahman, Deputy Director, RPATC, Dhaka	Member
	8. KM Ali Azam Deputy Director, RPATC, Khulna	Member
	9. Ram Chandra Das Deputy Director (PPR)	Member
	10. Esmile Hossain, Deputy Director, RPATC, Chittagong	Member
	11. AKM Aynul Haque Deputy Director (Behavioural Science)	
12. Fair Sub-committee	1. Syed Mahboob Hasan MDS (Project)	Convener
	2. AKM Enamul Haque Director (Governmental System)	Member
	3. Banik Gour Sundar Director (Quantitative Method)	Member
	4. Kanka Jamil Director (Project Management)	Member
	5. Jesmin Ara Begum Deputy Director (Administration)	Member
	6. Md. Sanwar Jahan Bhuiyan Deputy Director (Service)	Member
	7. Md. Zakir Hossain Librarian (AV&R)	Member
	8. Mohammad Ziaul Islam Assistant System Analyst	Member
	9. AKM Aynul Haque Deputy Director (Behavioral Science)	Member
	10. AFM Amir Hussain Assistant Director (Personnel)	Member
	11. Roksana Khan Assistant Director (Evaluation Officer)	Member

	12. Md. Amir Khasru Assistant Director (Protocol)	Member
	13. Begum Nasrin Fatema Accounts Officer	Member
13. Security and Medical Sub-committee	1. Md. Faizur Rahman Director (Administration)	Convener
	2. AKM Aynul Haque Deputy Director (Behavioral Science)	Member
	3. Dr. Md. Mostafizur Rahman Medical Officer	Member
	4. Dr. Munira Hossain Medical Officer	Member
	5. Dr. Md. Nazmul Huda Mithu Medical Officer	Member
	6. Md. Amir Khasru Assistant Director (Protocol)	Member
	7. Md. Abu Baker Siddique Pharmacist	Member
	8. Md. Abu Baker Siddique Compounder	Member
	9. Md. Aslam Uddin Compounder	Member
	10. Md. Shamsul Alam Guard Commander	Member
	11. Md. Ali Hossain Ansar Commander	Member
14. Registration Sub-committee	1. Md. Iqramul Haque Director (ST&TOT)	Convener
	2. Dr. Md. Abdul Maleque Talukder Deputy Director	Member
	3. Begum Nurunnahar Deputy Director (Evaluation)	Member
	4. Md. Shah Alam Ghazi Deputy Director (Project Management)	Member
	5. Afia Rahman Mukta Research Officer	Member

*Pictorial Presentation
of
BPATC*

Dignitaries at BPATC



Dignitaries at BPATC



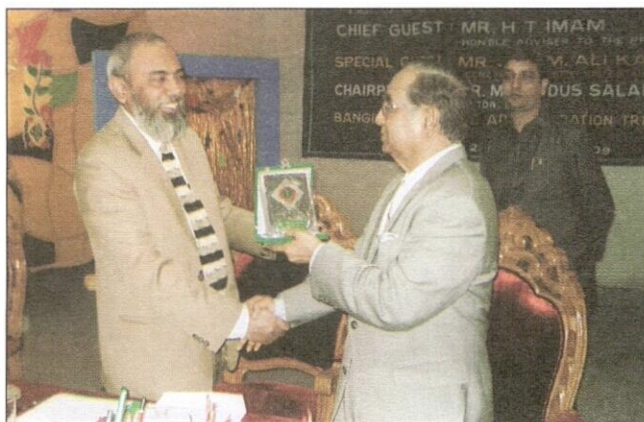
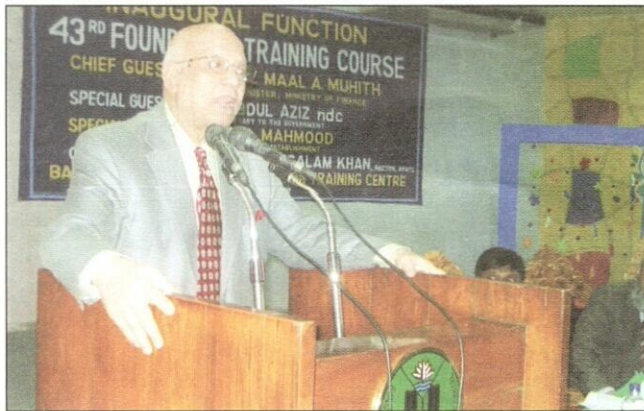
Dignitaries at BPATC



Dignitaries at BPATC



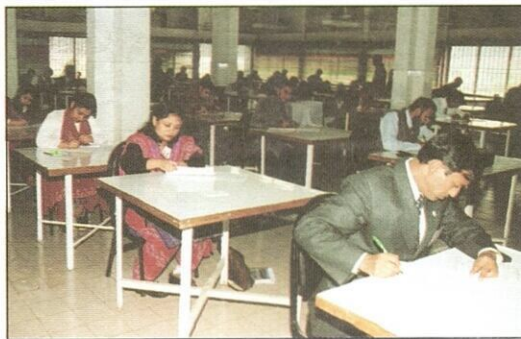
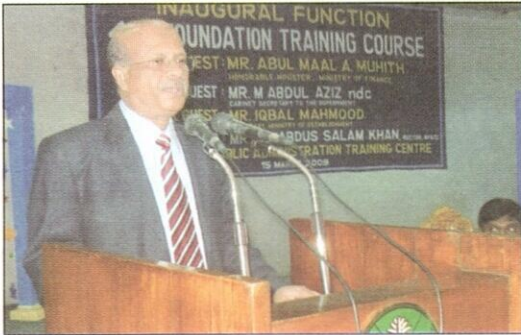
Dignitaries at BPATC



Board Meetings



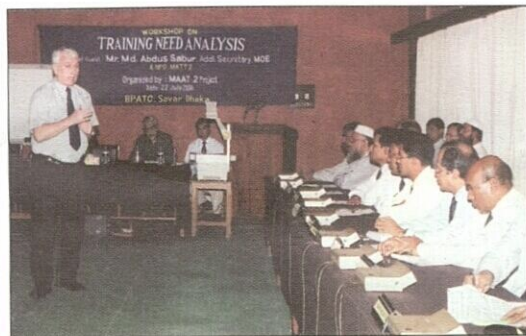
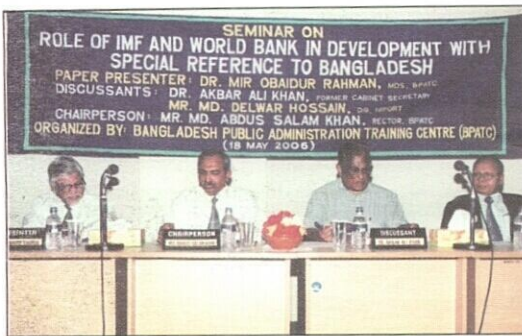
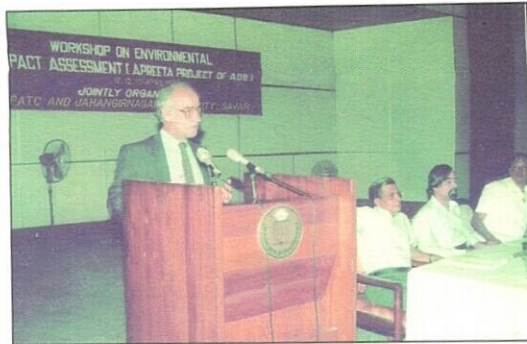
Training Activities



Training Activities



Seminar & Workshop



Bangladesh Public Administration Training Centre



Past



Present

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For
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২য় আরবান প্রাইমারী হেলথ কেন্দ্র প্রজেক্ট।
স্থানীয় সরকার পল্লী উন্নয়ন ও সমবায় মন্ত্রণালয়।
পরিচালনায় : প্রগতি সমাজ কল্যাণ প্রতিষ্ঠান।
বাস্তবায়নে : সাভার গৌরসভা।

সেবা সমূহঃ

- | | |
|------------------------------------|-------------------------------|
| * প্রজনন স্বাস্থ্যসেবা। | * শিশু স্বাস্থ্যসেবা। |
| * সাধারণ রোগের সেবা। | * চক্ষুসেবা ও পরামর্শ। |
| * সংক্রামক রোগ সমূহের নিয়ন্ত্রণ | * এইচ আইভি/এইডস |
| * নারী নির্বাহন প্রতিরোধ সংক্রান্ত | * বিষয়ক পরামর্শ ও সেবা |
| পরামর্শ ও সহযোগিতা। | * স্বাস্থ্যমূল্যে প্রয়োজনীয় |
| | প্যাথলজিক্যাল পরীক্ষা। |

প্রাথমিক স্বাস্থ্যসেবা গ্রহণের জন্য রংধনু চিহ্নিত
নগর স্বাস্থ্য কেন্দ্রে আসুন।



সাভার পৌরসভা

সাভার, ঢাকা।

ফোন : ৭৭৪১৮১৩

স্মারক নং- সাপৌস/

সাভার পৌরবাসীর প্রতি বিশেষ আবেদন

- * রাস্তার উপর মালামাল রাখবেন না।
- * ছাদের পানি রাস্তার উপর সরাসরি ফেলবেন না।
- * রেইন ওয়াটার পাইপ দিয়ে সারফেস ড্রেন
- * দিয়ে পানি নিষ্কাশন করুন।
- * রাস্তার উপর দোকান বসাবেন না।
- * রাস্তার উপর গাড়ী ধোবেন না।
- * পৌর কর্তৃপক্ষের অনুমিত ছাড়া রাস্তা কর্তণ করবেন না।
- * যত্রতত্র ময়লা ফেলবেন না।
- * রাস্তার উপর গরু-ছাগল বাঁধবেন না।
- * ড্রেনের মধ্যে ময়লা ফেলবেন না।
- * জন্ম-মৃত্যু পৌরসভায় নিবন্ধন করুন।
- * নিয়মিত পৌরকর পরিশোধ করুন।
- * আপনার শিশুকে টিকা দিন।
- * আপনার শিশুকে নিয়মিত স্কুলে পাঠান।
- * ড্রেনের মধ্যে সেফটি ট্যাংক সংযোগ দিবেন না।
- * নিজের চারপাশ পরিষ্কার রাখুন এবং অপরকে এ বিষয়ে উৎসাহিত করুন।
- * শিশু মহিলা ও বৃদ্ধকে রাস্তা পারাপারে সহায়তা করুন।
- * নির্দিষ্ট স্থানে পশু জবাই করুন এবং পশুর উচ্ছিষ্ট বা আবর্জনা মাটিতে পুতে ফেলুন।

(স্বাক্ষর)

(আলহাজ্ব মোঃ রেফাত উল্লাহ)

মেয়র

সাভার পৌরসভা
সাভার, ঢাকা।



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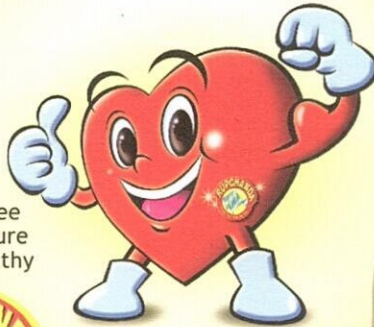
***Bangladesh Public Administration
Training Centre (BPATC)
Savar, Dhaka***



Md. Feroj Kabir

Chairman
Upazila Parishad
Savar, Dhaka

**Heartiest congratulations to
Bangladesh Public Administration Training Centre (BPATC)
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সত্যি হয়েছে ২ লক্ষ উদ্যোক্তার সাহসী স্বপ্ন এবং তৈরি হয়েছে ৭ লক্ষের ও বেশী মানুষের কর্মসংস্থানের সুযোগ।
আর সেই সাথে আনন্দের উপলক্ষ খুঁজে পেয়েছে ৯ লক্ষ গর্বিত পরিবার।

২৪ ঘন্টা ফোন ব্যাংকিং: ০৯৮৯৯ ২০০০০০



আমরা আছি

