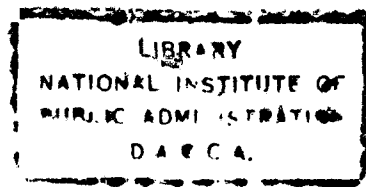


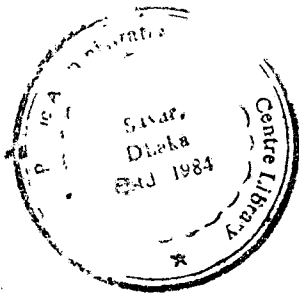


GOVERNMENT OF EAST PAKISTAN
SERVICES AND GENERAL ADMINISTRATION
(O & M) DEPARTMENT

Report on The East Pakistan Inland Water Transport Authority



Assignment conducted by:
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PREFACE

The study was made with a view to making an assessment of the working of the East Pakistan Inland Water Transport Authority to identify factors responsible for any defects in its operation and management and to suggest remedial measures. Within the short span of this report, I have made an attempt to deal with the organisational set up, staff position, systems and procedures, duties and responsibilities, achievements, various schemes under the Third Five-year Plan, collection of revenues and some other facts and figures vitally concerned with the inland water transport in East Pakistan. In this report, I have made suggestions to eliminate wasteful expenditure and to promote economic efficiency by abolishing some Directorates and Departments and strengthening the Secretariat of the Authority, abolishing certain unnecessary posts and creating some new ones of technical experts, simplifying the working procedure and by delegating more powers to the field officers. Suggestions have also been made for enforcing discipline in the river-traffic to ensure safety of the passengers. It has further been suggested to frame Water and Port Rules and to prepare a Manual of Procedures. Indications have been given in the report to introduce a judicious system of recruitment, a well-planned training programme and a sound system of promotion so that the qualified and experienced persons are well-fitted in the Authority.

It is hoped that the authority will find the report useful to gear up the overall administration for efficient management and rapid progress in the field of execution of schemes.

I started the study in April, 1965 and completed collection of data in February, 1966. During this period two emergencies—the cyclone of May, 1965 and the Indian Aggression of September, 1965—intervened and impeded the progress of my study to a great extent.

Mr. A. S. M. Nurullah, Deputy Secretary to the Government of East Pakistan, Services and General Administration (O & M) Department, who was associated with the study, left this Department on transfer at a time when I began to write out the report. So his ideas, thoughts and suggestions could not be fully reflected in it. I take this opportunity to express my thanks to him.

During my study, I interviewed almost all the officers and the staff of the authority, whom I found very much helpful and co-operating; I express my indebtedness to all of them. I am particularly indebted to Rear Admiral S. M. Ahsan, Chairman of the Authority, Mr. M. Yusuf, Secretary, Mr. S. H. Rashid, Deputy Secretary, Capt. S.M.A. Hussain, Chief Executive, Conservancy and Pilotage Department, Captain Z. Khan, Chief C and P Superintendent, Comdr. R.K. Husband, Chief Hydrographer, Mr. A. A. K. Afridi, Engineer Superintendent, Mr. Khoja Suleman Haji Kassam, Additional Chief Engineer, Mr. A. M. M. Ghulam Kibria, Deputy Chief Engineer, Mr. T.I. Huq, Director of Accounts and Finance, Mr. A. A. Sonnyamot, Deputy Director of Accounts, Mr. S.H. Pasha, Director of Ports and Traffic, Mr. A. Quddus, Senior Deputy Director of Ports and Traffic, Mr. A. K. M.T. Hossain, Traffic Officer, Mr. Aslam Rashid, Deputy Director of Ports, Major M. Shafiullah, Port Officer, Mr. M. Sanaullah, Senior Research Officer and Mr. Z.B.M. Bakht, Executive Assistant.

I would be failing in my duty if I do not express my gratitude to Mr. W. A. Choudhury, Joint Secretary to the Government of East Pakistan, Services and General Administration (O & M) Department and Mr. S. Khan, Deputy Secretary to the Government of East Pakistan, Services and General Administration (O. & M) Department, for their valuable suggestions and guidance.

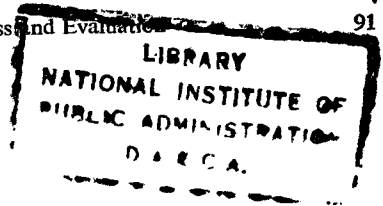
Finally, I must express hearty thanks to my colleague Mr. S.K. Das for going through some portions of the draft report and giving helpful suggestions.

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Dacca;
The 22nd July, 1966.

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REPORT ON THE EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

CHAPTER I

Introduction.

The Public Administration Chapter of the outline of the Third Five-year Plan of the Government of Pakistan contains the following observations on Semi-Autonomous Public Agencies:

"In recent years autonomous public agencies such as the Industrial Development Corporations and the WAPDAs have been used increasingly for implementing development programmes in the public sector. On a tentative estimate, agencies in this category are expected to handle around 55 per cent. of the total public sector allocation under the Third Plan. On the whole, the implementation of public sector programmes has been accelerated markedly as a result of the operations of these agencies, but their performance has not been uniformly satisfactory. There has also been inadequate appreciation, both within and outside these agencies, of their important role in the process of capital formation and of the need for sound pricing policies and economic efficiency.

It is commonly believed that public undertakings as a rule lack the vigour and resourcefulness which is associated with private enterprise; that a business enterprise undertaken by the Government may be subject to too much departmentalism and red tape. The actual operation of certain public enterprises would suggest that this belief is by no means without foundation. It is difficult to see, however, why productive inefficiency should be inherent in public enterprises. If public corporations are in some instances lacking in vigour and initiative, the fault will perhaps very often be found to lie in operational arrangements. It is a common-place, and like all common-places, it is apt to be forgotten, that public corporations must be run on business lines that they should as far as possible be independent of detailed bureaucratic control, and that a way should be found for encouraging and sustaining a competitive spirit in these corporations.

It is necessary to make a balanced and careful assessment of the performance of the various autonomous agencies in order to identify factors prejudicial to their satisfactory operation. Effective measures should then be taken to remove these factors to eliminate wasteful expenditures, secure strict public accountability, promote economic efficiency, and to ensure that these agencies play their due role in capital formation. The study in question should include a detailed survey of the internal working of corporation and should be undertaken by the Efficiency and Organisation and Method Wing of the Establishment Division, in collaboration with the Planning and Development and Finance Departments, and the Department/Ministry with the Corporations' field of activity."

2. In pursuance of the observations made in the paragraph quoted above, the Efficiency and Organisation and Method Wing of the Central Government wanted to conduct an assignment in the EPIWTA. But the Government of East Pakistan decided that the assignment should be conducted by their own Organisation and Method Officers. Accordingly, one Special Officer of Organisation and Method Branch conducted the assignment under supervision of Deputy Secretary to the Government of East Pakistan, Services and General Administration (O & M.) Department. Facts were collected from EPIWTA Head Office, Dacca, in May and June, 1965, from its field units at Serajganj, Chandpur, Narayanganj, Dacca, Chittagong and Barisal in August and September, 1965 and from Khulna in February, 1966.

3. Within the short span of this report, an attempt has been made to locate the defects in the organisational set-up and procedures and to suggest remedies where necessary. It is expected that the recommendations, if acted upon, will improve the organizational effectiveness and efficiency of the East Pakistan Inland Water Transport Authority.

CHAPTER II

Basic information.

4. East Pakistan is a land of rivers. Here the inland water transport system is spread over 4,984 miles of navigable rivers. The mechanised craft plying on these rivers include steamers, launches and oil tankers. The carrying capacity of passengers of the vessels for commercial purposes is 106,843 and that of cargo is 211,199 tons at a time. There are 1,407 river stations in East Pakistan which are served by these vessels.

5. The country boats also play an important role in the inland water transport system. According to a census of the Provincial Government, the number of country boats was 3,16,000 in 1958. Of these, 1,13,000 were cargo boats and 2,03,000 passenger boats. The country boats have a carrying capacity of about 1.4 million tons of cargo and 1.22 million passengers.

6. The inland water transport is vital to the transport system of East Pakistan. Provided proper navigational facilities, it will be the most economical method of transportation of goods and passenger traffic. The efficient operation of the inland water transport depends on certain factors such as navigational aids, maintenance of waterways, facilities of good inland ports and terminals for passengers and for handling of cargo.

7. The rivers of East Pakistan need constant watch and care to keep them navigable in all seasons of the year. The rapid siltation of rivers, shifting of sand bank, shoals, bars and crossings and the physical changes in the channels including bank cuttings make it necessary to provide river conservancy and pilotage services to keep these channels open and safe from navigational hazards.

8. Formerly the inland water transport operation in East Pakistan was in hands of eight operators, namely,—

- (i) R.S.N. Co. Ltd.,
- (ii) I.G.N.R. Co. Ltd.,
- (iii) Pak Bay Co.,
- (iv) B.R.S. Co. Ltd.,
- (v) Pak Flotilla,
- (vi) Chalna Lighterage,
- (vii) Sinclair Murry, and
- (viii) E.B. Railway Flotilla.

The functions pertaining to the conservancy of navigable channels were performed by these companies on a limited scale for their own vessels and Government vessels.

9. The question of setting up of a semi-autonomous body for the purpose of unifying the various operations pertaining to inland water transport was raised as early as 1956, in the joint recommendation of the Central Government, Provincial Government, World Bank, United Nations and I.C.A. However, a semi-autonomous body known as the East Pakistan Inland Water Transport Authority came into existence in October, 1958 with the promulgation of the East Pakistan Inland Water Transport Authority Ordinance, 1958 (Ordinance No. LXXV of 1958).

10. On its establishment, the Authority initiated a programme of 22 schemes for implementation during the Second Five-year Plan. The total expenditure on the implementation of the programmes involved an estimated amount of Rs.320.27 millions. Modernisation of aids to navigation, improvement of waterways and navigable channels, development of inland river ports, provisions of landing stages for launches, acquisition of salvage crafts, dredging of navigable channels are some of the important schemes undertaken by the Authority. Some of these schemes have been fully implemented in the Second Five Year Plan period and some have been carried over for execution under the Third Five-year Plan.

11. The Authority undertook the scheme for the modernisation of aids to navigation which aimed at making channels safe for plying of all types of crafts, by day and night, at all times of the year, and for increasing the efficiency and reducing turn-round time of vessels. It also included provision of radio-telephone sets for the Authority's survey crafts and commercial vessels. Under this scheme, the old navigational marks, such as hurricane lanterns and bamboo poles have been replaced by automatic beacons, lighted buoys and iron-marks in 1,500 miles long waterways. The implementation of the scheme has resulted in an increase in the length of seasonal and perennial waterways. In 1959, the navigable channels were only 2,882 miles while in 1965, they increased to 4,984 miles. As a result of improvement of channels, vessels up to 13'6" draft are now coming to Narayanganj and Daulatpur where berthing facilities have been provided. The scheme for the development of major inland ports of Dacca, Narayanganj, Chandpur, Barisal and Khulna was undertaken at an estimated cost of Rs. 22 millions. The scheme aims at providing passenger terminals, mechanically equipped cargo handling jetties, passenger terminal buildings and cargo-sheds at the ports. The two-storeyed terminal building at Narayanganj opened in March, 1966 for the use of launch passengers. 31 floating pontoons have been provided for landing facilities at smaller river stations and ghats. These pontoons are equipped with waiting rooms, canteens and toilets. They provide safe approach to the vessels from the banks.

12. Each year a number of accidents take place on the inland waterways. Some of them take place due to cyclones when vessels sink with cargo and sometimes with passengers on board while in other cases they happen because of the negligence of the crew or faulty construction of vessels. So long, out-moded methods were employed to salvage the sunken craft and grounded vessels. Sometimes, the wrecks were left in water causing serious hazards to navigation. The Authority acquired a salvage unit consisting of a crane and a tug at a cost of Rs. 3.40 millions for salvage work and lifting heavy cargo.

13. As a result of financial and technical assistance extended to the Authority, there was a considerable increase in the number of vessels and in the carrying capacity of passenger and cargo traffic during the last 5 years. In 1960, there were 1,570 powered and dumb crafts plying on the inland waterways. In a period of 5 years, as many as 643 vessels were added to the fleet raising the total number of vessels to 2,213. In 1960, the number of operators was 182 whereas in 1965 it rose to 426.

14. In 1960, the cargo carrying capacity of the fleet was 1,52,819, tons. This rose to 2.11,199 tons in 1965. The number of passengers carried in 1962 by steamers and launches was 19 millions while in 1965 about 23 million passengers travelled by inland power crafts.

CHAPTER III

THE EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY ORDINANCE, 1958.

Management.

15. The general direction and administration of the Authority vest in a body corporate established under section 5 of the Ordinance. According to the provision of section 4, the Authority shall consist of a Chairman and such number of members not exceeding four as may be appointed by the Provincial Government. The term of office of the Chairman shall be 5 years and that of a member 3 years. The Chairman and each member shall perform such duties as are assigned to them under the Ordinance or by any rules framed under it. The Provincial Government may constitute an Advisory Committee consisting of 12 members as laid down in section 8 of the Ordinance. The Secretary of the Authority shall act as the Secretary of the Advisory Committee. The Committee may advise the Authority in all matters relating to the development, maintenance and operation of inland water transport and of inland waterways. The Authority may determine the number, designation and grade of officers and servants required by the Authority, may fix the amount and nature of salary and allowances to be paid to each officer and servant and may appoint, promote or suspend and dismiss them for misconduct.

Government Control.

16. All schemes for development, maintenance and control of inland water transport and of certain inland navigable waterways in East Pakistan are required to be submitted by the Authority to the Government for approval. At the end of every financial year, the Authority is required to furnish to the Government an audited statement of its accounts. At the end of every financial year, the Authority is also required to submit, as soon as possible, an annual report to the Government on the conduct of its affairs during the last year and on its proposals for the next financial year. The power of making rules for the purpose of giving effect to the provisions of the Ordinance also vests in the Provincial Government.

Authority Fund.

17. There is an "Authority Fund" vested in the Authority which is utilised in meeting the charges in connection with the functions under the Ordinance including the payment of salaries and other remuneration to the Chairman and Members of the Authority and to their officers and servants. The fund is constituted according to the provision of section 19 of the Ordinance.

Functions of the Authority.

18. As laid down in the Ordinance, the Authority may perform any or all of the following functions, namely :

- (i) Carry out river conservancy works including river training works for navigational purposes and for provision of aids to navigation including marks, buoys, lights and semaphore signals;
- (ii) disseminate navigational and meteorological information including publishing river charts;
- (iii) maintain pilotage and hydrographic survey services;
- (iv) draw up programmes of dredging requirements and priorities for efficient maintenance of existing navigable waterways, and for resuscitation of dead or dying rivers, channels, or canals, including development of new channels, and canals for navigation;
- (v) develop, maintain and operate inland river ports, landing ghats and terminal facilities in such ports or ghats;
- (vi) carry out removal of wrecks and obstructions in inland navigable waterways;
- (vii) conduct traffic surveys to establish passenger and cargo requirements on the main rivers;
- (viii) develop the most economical facilities for passenger traffic to ensure comfort, safety and speed on mechanised craft;
- (ix) fix maximum and minimum fares and freight rates or inland water transport on behalf of the Provincial Government (as provided in section 54-A of the Inland Mechanically Propelled Vessels Act, 1917);
- (x) approve time-tables for passenger services;
- (xi) develop rural water transport by progressing of schemes for modernising and mechanising country craft;
- (xii) ensure co-ordination of inland water transport with other forms of transport, with major sea ports, and with trade and agricultural interests for the optimum utilisation of the available transport capacity;
- (xiii) conduct research in matters relating to inland water transport including development of—
 - (a) craft design,
 - (b) technique of towage,
 - (c) landing and terminal facilities,
 - (d) port installations;

- (xiv) arrange programmes of technical training for inland water transport personnel within and outside Pakistan;
- (xv) maintain liaison with the shipyard and ship repair to meet the requirements of the inland water transport fleet repairs and new constructions;
- (xvi) maintain liaison with the Central Government and facilitate import of repair materials for the inland water transport industry;
- (xvii) prepare plans or schemes for carrying out any of the above mentioned functions;
- (xviii) any other function or functions which the Provincial Government may, from time to time, prescribe.

CHAPTER IV.

Achievements of the Authority.

19. The Authority came into being in October, 1958. There was a dearth of trained personnel with technical know-how. The Authority had to pass through a period of initial difficulties continuing up to 1961. Thereafter, a few departments were created and there was hasty recruitment to cope with the increased tempo of development work.

20. In the Second Five-year Plan, a sum of Rs.23 crores was provided for the development of Inland Water Transport in East Pakistan of which Rs.9 crores were allocated to the EPIWTA and the remaining sum of Rs.14 crores was allocated to the private sector.

Scheme-shown progress made by the Authority is shown below:

21. *Scheme Control No. DC-1*—Buoying, lighting, charting, marking and pilotage of navigable channels in East Pakistan. Acquisition of river conservancy equipment and inspection and survey launches. The total estimated cost of this scheme was Rs.118·16 lakhs of which Rs.92·58 lakhs were foreign exchange component.

22. The object of this scheme was to create the requisite conditions for carrying out the conservancy and pilotage service and it involved the acquisition of one buoy-laying-cum-despatch vessel for tending the lighted channel buoys in the estuary, 8 inspection launches, 45 lighted buoys, 48 lighted towers and 350 gas beacons to be installed after the charting of channels. It also included the provision for 84 radio-telephones to improve the IWT tele-communication in the survey crafts as well as in some commercial crafts.

23. The scheme has been fully implemented. Aids to navigation facilities have been provided on 20 important river routes which have resulted in the reduction of turn-round and grounding time of vessels by 30 per cent. Against the total estimated cost of Rs.118·16 lakhs, Rs.134·53 lakhs have been spent to execute the scheme. The increase in the expenditure over the estimated cost was due to rise in prices of certain equipments and tele-communication apparatus.

24. *Scheme Control No. DC-2*—Provision of Marine Workshop at Barisal. The total estimated cost of this project, including foreign exchange component of Rs.2·00 lakhs, was Rs.6 lakhs. The project was undertaken to provide repair and maintenance facilities to the navigation aids, equipment and survey, inspection, buoy laying vessels, etc.

25. The scheme has been fully implemented. As a result, the Marine Workshop at Barisal started functioning in 1961. It has welding section, diesel section, carpentry, blacksmithy, sail making and tailoring sections, tin-smithy, electronic welding (Radio and Radar) shop, fitting shop, basic electric shop having battery charging, galvanic repairs and welding branches, conservancy section having beacon repairs and lighting equipments, structure repairs and mason shop, store section, paint shop, engine repairing shop and afloat section.

26. *Scheme Control No. DC-3*—Improvement of EPIWTA Workshop at Barisal. The total estimated cost of this project, including foreign exchange component of Rs.10·80 lakhs, was Rs.24 lakhs. This scheme was supplementary to DC-2 above. It involved expansion of the repair yards at Barisal to cater to the growing repair and servicing needs of IWT's aids to navigation and survey and inspection launches.

27. Originally the scheme was to cost Rs.24·00 lakhs but subsequently it was revised to include certain items which were not included in the original estimates such as connecting road in the workshop area, filling of low-ground subject to flood over-flow, additional filling for the slipway which increased the cost from Rs.24·00 lakhs to Rs.36·28 lakhs. The work is complete.

28. *Scheme Control No. DE-4*—Improvement of waterways from Narayanganj to Chalna. The total estimated cost of this project was Rs.115·35 lakhs of which a sum of Rs.70 lakhs was earmarked for the first phase and Rs.45·35 for the second phase.

29. The scheme provides for a shorter route from Narayanganj to Chalna reducing the 'present distance of 268 miles to 154 miles. The scheme is under re-examination by NEDECO, EPIWTA's River Consultants, who are making the necessary surveys and collection of hydrological data for re-study of the project. About Rs.80 lakhs have been spent against the total cost of Rs.115·35 lakhs. The repairs to the dyke along the left south bank of Madaripur Beel canal and its auxiliary water canal has been completed. Hydraulic surveys are in progress in Arial Khan River from Kabirajpur to Chaudhurihat. NEDECO is engaged in collecting hydrological data for re-examination of the scheme.

30. *Scheme Control No. DE-5*—Improvement of waterways and navigable channels in East Pakistan. Provision of basic facilities, equipment and hydrographic survey.

31. The total estimated cost of this scheme including foreign exchange component of Rs.35·00 lakhs, was Rs.82 lakhs. The scheme provided for the basic facilities like survey launches, vehicles, survey equipment, creation of manual and automatic gauges and training facility to EPIWTA personnel in survey matters, current records, bed-loads, sanitary measurements, etc. A sum of Rs.28 lakhs have been spent against the estimated cost. About 600 miles of survey has been carried out against the total target of 2,900 miles. The places surveyed are (i) Mohanpur inner channel in the Meghna river, (ii) Bhagyakul Sureswar in the Ganges river, (iii) and other subsidiary channels of the Ganges such as North of Kalikhalchar and south of Rup Babuchar.

32. *Scheme Control No. DE-6*—Development of Inland River Ports of Dacca, Narayanganj, Chandpur, Barisal and Khulna first phase. The estimated cost of the scheme, was Rs.194·10 lakhs including foreign exchange component of Rs.64·35 lakhs. The scheme is being financed by IDA credit of £2 million.

33. The project aims at providing one passenger terminal at Sadarghat, mechanically equipped cargo handling jetties at Badamtali and Postagola in Dacca; a double storied terminal building, two RC cargo jetties, three small RC cargo jetties for small crafts, a cargo shed of 1,000 ton capacity and a boat-basin at Narayanganj; a terminal station for launches and cargo passengers at Chandpur; a floating terminal and a waiting shed at Barisal; and a two-storied terminal building for passengers, 2,200 feet long sheet pile quay-wall, and railway grides for handling cargo at Khulna.

34. A sum of Rs.140·00 lakhs have been spent on this scheme against the estimated cost of Rs.194·10 lakhs. Construction of two passenger terminal stations at Sadarghat and one jetty at Badamtalighat has been completed. Postogola jetty is nearing completion. At Narayanganj, one two-storied building has been constructed to provide berthing facilities for passenger launches, waiting room for passengers, 8 shops and canteens and offices for the private launch operators. Construction has also been completed of 5 reinforced concrete cargo jetties three jetties at Charargop Khal for country boats carrying mostly railway cargo, one jetty at Ghat No. 3 for coasters and one jetty at Kumudini Welfare Trust Land for coasters. Construction of one pucca godown at K. W. T. land is nearing completion. Two wooden jetties for coasters have been constructed in front of C. S. D. godowns at Narayanganj two for boats and barges and one for coasters. Two pontoons have been placed at Ghat No. 5 and one pontoon at Taltala for passenger launches. Construction of two jetties at Chandpur has been completed. At Barisal, one workshop jetty has been constructed and it is now used by the Food Department, Barisal Marine Workshop and E. P. Shipping Corporation. Construction of two wooden jetties for coasters, one near the C. S. D. godown and the other at Taltala, Barisal has also been completed.

35. *Scheme Control No. DE-7*—Development of Inland River Ports in East Pakistan—Survey and Investigation—Phase—I. The estimated cost of this scheme was Rs.13 lakhs including Rs.13 lakhs of foreign exchange component. A sum of Rs.32 lakhs have been spent against the estimated cost.

36. The scheme provided for making the necessary hydraulic, hydrographic and traffic surveys and investigation of 55 primary and secondary inland river ports and landing stages. It also provided training to the engineers in the above field.

37. The survey and mapping work of the scheme is nearing completion. Construction of office and residential buildings at Serajganj and Chandpur and construction of office buildings at Barisal have been completed.

38. *Scheme Control No. DC-8*—Provision of ferries on certain routes and terminals. The estimated cost of this scheme was Rs.155·00 lakhs including Rs.126·31 lakhs of foreign exchange component.

39. The scheme provided for ferries on certain rivers to connect the road heads in East Pakistan, where, for technical and financial reasons, bridges cannot be constructed. The project is financed by a loan from the K. F. W. Bank. The scheme provided for 5 large ferries capable of carrying 4 trucks, 4 cars and 150 passengers each and 7 small ferries having half of the carrying capacity of the large one.

40. The cost of the scheme was increased due to heavy compensation demanded by the contractors for their investments at the temporary sites acquired by EPIWTA for construction of permanent ferry terminals.

41. With the establishment of the East Pakistan Shipping Corporation in December, 1964, twelve ferries purchased by the EPIWTA, have been handed over to the Corporation.

42. *Scheme Control No. DE-9*—Provision of landing stages for passenger launch traffic. Total estimated cost of the scheme was Rs.60·00 lakhs including Rs.20·00 lakhs of foreign exchange component. Under this scheme 59 important inland river stations which are either trade centres or important junctions are to be provided with floating pontoons with gangways, passenger sheds, etc.

43. A sum of Rs.46·00 lakhs have been spent against the estimated cost. Construction of shore facilities, surveys and mapping are progressing according to schedule. Pontoons have been placed at different stations according to priority.

44. *Scheme Control No. DE-10*—Provision of port facilities in cyclone affected islands—First Phase. The estimated cost of this scheme is Rs.157·69 lakhs including Rs.74·50 lakhs of foreign exchange component. Under this scheme, during the first phase 15 jetties, roads and ancillary to ports are to be constructed at the selected places in the coastal islands for providing touching facilities to the coastal ships and for safe embarkation and disembarkation of passenger and cargo. A sum of Rs.15·00 lakhs has been spent against the estimated cost. The work of the scheme is going on under the supervision of TECSULTS of Canada, who are the consulting engineers on this project. The design of 7 steel jetties have been completed. Designs of the remaining jetties are in progress.

45. *Scheme Control No. DC-11*—Salvage craft for East Pakistan. The estimated cost of the scheme was Rs.36·00 lakhs including Rs.33·39 lakhs of foreign exchange component. The scheme provided for a 60-ton floating crane, a tug for towing, and diving equipment for salvage of craft grounded or sunk due to accident or otherwise.

46. The Authority acquired a salvage unit consisting of a crane and a tug from Germany at a cost of Rs.34·00 lakhs for salvage work and lifting heavy cargo. The unit is now ready for operation.

47. *Scheme Control No. DE-12*—Dredging of navigable channels in East Pakistan. The scheme was originally estimated to cost Rs.54·31 lakhs, but it was subsequently revised to Rs.86·10 lakhs. The scheme provided for six different dredging programmes, namely—

- (i) Kushiyara River,
- (ii) Bhairab River, Daulatpur,
- (iii) Sharisabari Khal,
- (iv) Panchsola,
- (v) Madhumati and
- (vi) Mirkadim-Makuhati Khal in the district of Dacca.

Dredging on the Kushiyara river was completed by EPWAPDA. So, the Authority did not do any dredging work there. The Authority, however, surveyed the river for drawing up proper dredging scheme in East Pakistan. Work on the Sharisabari Khal was suspended, after 72 lakhs cft. of earth had been excavated, due to a defect in the design. Dredging on the Bhairab River, Madhumati and Panchsola is completed. Work is in progress in other areas.

48. *Scheme Control No. DE-13*—Additional dredging of navigable channel. The scheme was to cost Rs.10·00 lakhs but it was dropped as the dredging was not considered necessary.

49. *Scheme Control No. DE-14*—Provision for Decca-Chain Radio Location System for East Pakistan. Total estimated cost of the scheme was Rs.71·43 lakhs including Rs.43·08 lakhs of foreign exchange component. This scheme aims at setting up of an electronic chain of one Master and five Slave Stations and a number of electronic receivers on board the survey launches for electronic position fixing. The Decca Chain will eliminate the necessity of establishing control by time consuming triangulation or traverse methods, and will enable a survey party to produce more than double of its present seasonal output.

50. Work of construction of three slave stations at Rupchandpur in the district of Mymensingh, Chapera in the district of Chittagong and Mohanpur in the district of Jessore is nearing completion. Land acquisition is complete for construction of the Master Station at Sengaon (Chandpur) in the district of Comilla.

51. *Scheme Control No. DE-15*—Acquisition of launches. The estimated cost of the scheme was Rs.17·50 lakhs. The work is complete.

52. *Scheme Control No. DE-16*—Provision for coaster ships. The estimated cost of this scheme was Rs.112·10 lakhs including Rs.106·50 lakhs of foreign exchange component. The Authority handed over 4 ships to the East Pakistan Shipping Corporation.

53. *Scheme Control No. DE-17*—Acquisition of land for construction of Port Installations—Second Phase of DE-6. The estimated cost of the scheme was Rs.150·00 lakhs but the scheme was subsequently dropped.

54. *Scheme Control No. DS-18*—Services of 7 Consultants. The estimated cost of the scheme was Rs.42·70 lakhs including foreign exchange component of Rs.27·70 lakhs. Under this scheme, the services of 7 General Consultants were obtained to assist the Authority in its administrative financial and executive functions.

55. *Scheme Control No. DS-19*—Consultant services for survey and development of Waterways and Port Engineering. The scheme was to cost Rs.66·50 lakhs including Rs.46·50 lakhs of foreign exchange. Under this scheme, the services of River Consultants were obtained for carrying out Hydraulic, Hydrographic and Soil exploration for, construction of Inland River Ports and for preparation of a Master Plan for development of inland waterways.

56. *Scheme Control No. 20*—Provision of 4 LCT Vessels and 10 MOT Vessels for Services and communications among off shore islands. Total estimated cost of the scheme was 89·00 lakhs including Rs.78·00 lakhs of foreign exchange component. The project has been transferred to East Pakistan Shipping Corporation.

57. *Scheme Control No. DC-21*—Provision of repair workshop at Barisal. The estimated cost of the scheme is Rs.130·00 lakhs including Rs.81·61 lakhs of foreign exchange component. This scheme aims at providing services and maintenance facilities for the ferry and inter-island vessels as well as to cater to the need of other commercial vessels.

58. The scheme is nearing completion under the supervision of a team of experts of M/S MAIERFORM of GENEVA.

59. *Scheme Control No. DE-22*—Building at 10 river ports at a cost of Rs.25·00 lakhs. The scheme was dropped.

60. *Scheme Control No. DE-23*—Foodgrains jetties. The estimated cost of the scheme was Rs.12·60 lakhs. At the instance of the Provincial Government, 19 semi-permanent jetties for handling foodgrains at important depots were to be constructed to facilitate quick handling of food grain shipments. The scheme was later modified to provide for 7 jetties instead of 19, one each at Dacca, Daudkandi, Chandpur, Barisal and three at Narayanganj. All the jetties have been completed.

61. The schemes which are to be executed under the Third Five-year Plan are shown in the Annexure to this Chapter.

ANNEXURE TO CHAPTER IV
EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY
PLANNING AND RESEARCH CELL

DIT Annexure, Dacca.

Schemes under Third Five-year Plan at a glance.

(as on 13th August, 1965).

(In million of rupees.)

Sl. No.	Scheme control.	Name of the schemes.	Status A=Approved U=Un- approved.	Estimated cost.	3rd Plan allocation.	Remarks.
1	2	3	4	5	6	7
1	DE-5	Improvement of waterways and navigable channels in East Pakistan (Phase-1) Provision of basic facilities, equipment and hydrographic survey.	A	8.2	2.89	Carried over to 3rd Plan.
2	DE-6	Development of inland river Ports, Dacca, Narayanganj, Chandpur, Barisal and Khulna (Phase-1).	A	19.41	4.39	Ditto.
3	DE-7	Development of Inland River Ports—Survey and Investigation.	A	4.60	10.00	Ditto.
4	DE-10	Provision of port facilities and landing stages in cyclone affected coastal islands.	PP A	4.95	4.61	Ditto.
5	DE-12	Dredging of navigable channels in East Pakistan (a number of small schemes).	A	9.61	1.20	Ditto.
6	DC-14	Provision of Decca-Chain Radio Location System in East Pakistan.	A	7.14	1.76	Ditto.
7	DS-19	Consultant services for survey and development of waterways and port engineering.	A	6.65	2.05	Ditto.
8	DX-21	Provision of repair workshop at Barisal	A	13.00	12.28	Ditto.
9	DE-23	Construction of food grain jetties ...	A	1.26	0.20	Ditto.
10	DE-25	Development of 50 additional launch landing stations.	A	4.83	4.83	Ditto.
11	DE-27	Feasibility study for 3rd five-year plan	A	3.09	1.07	
12	DC-30	Pilot project for mechanization of rural water transport.	A	1.20	1.20	
13	DE-31	Development of inland river ports—Dacca, Narayanganj, Chandpur, Barisal and Khulna (Phase-II).	U	145.10	85.00	
14	DE-32	Development of secondary river ports	U	51.50	20.00	
15	DE-33	Provision of launch landing stations ...	U	20.00	16.00	
16	DC-34	Buoyage, lighting, marking, charting and pilotage of navigable channels in East Pakistan (Phase-II).	U	15.00	15.00	
17	DE-35	Development of waterways and navigable channels (including Atrabanka river).	U	139.10	76.00	
18	DE-36	Provision of EPIWTA dredger unit ...	U	42.40	31.00	
19	DE-37	Research centre for development in the field of craft design and motive power.	U	1.50	1.50	
20	DC-38	Training centre for master and sukanis.	U	3.00	3.00	
21	DS-39	Consulting services	U	2.50	2.50	
22	DE-40	Construction of EPIWTA office building at Dacca.	U	2.00	2.00	
23*		Mechanization of rural water transport	U	4.00	4.00	
24*		Buoya tender	U	3.50	3.50	
25*		Development of ports in coastal islands (phase-II).	U	6.00	4.00	

*Indicates schemes to which control number are not yet given.

CHAPTER V

Organization of EPIWTA

62. The East Pakistan Inland Water Transport Authority was set up by the Government of East Pakistan in November, 1958 under the EPIWTA Ordinance for the development, maintenance and control of inland water transport and of certain inland navigable waterways in East Pakistan.

63. To be able to carry out its functions as enumerated in para.18, the Authority, at the beginning, set up five departments, namely, (i) Secretariat, (ii) Conservancy, Pilotage and Marine, (iii) Traffic, (iv) Port Engineering and (v) Accounts. Subsequently, with the increase in the volume of work, the Authority created some new departments and directorates.

64. At present, the top management of the Authority consists of a whole-time Chairman, one whole-time member and one part time member. An Advisory Committee consisting of 12 members, appointed by the Government, advises the Authority in respect of all matters relating to development, maintenance and operation of inland water transport and waterways in East Pakistan.

65. The organization of the Authority, as was found in June, 1965, was divided into 4 departments and 5 directorates in direct line of authority with the top management. Of course, there is no distinction between a department and a directorate regarding the internal administration and working system. The four departments are known as—

- (i) Secretariat;
- (ii) Conservancy and Pilotage Department;
- (iii) Engineering Department and
- (iv) Traffic Department,

and the five directorates are known as—

- (i) Directorate of Ports;
- (ii) Directorate of Accounts and Finance;
- (iii) Directorate of Public Relations and Labour Welfare;
- (iv) Directorate of Planning, Research, Progress and Evaluation and
- (v) Directorate of Purchase and Stores.

66. The Authority has also one whole-time Legal Adviser and one Medical Officer. Besides, the Authority engaged eight foreign consultants who had left the EPIWTA in September, 1964 when their term of contract was over. At present, as many as 10 experts from the Netherland Engineering Company (NEDECO) have been engaged by the Authority for survey and engineering of ports and waterways.

67. The existing organization chart of the EPIWTA is given in Appendix A.

68. The present organization of the Authority has developed into a big and complicated one and requires a detailed study to assess the working of the Authority as a whole. Taking into consideration the functions which the Authority has to perform, it can be said that the existence of separate Directorates of (i) Purchase and Stores, (ii) Planning, Research, Progress and Evaluation, and (iii) Public Relations and Labour Welfare is not justified. So, these three Directorates may be abolished and their functions may be brought under the Secretariat. Again, the Directorate of Ports and the Traffic Department have allied functions. So, they may be merged together. We have made a detailed survey of the internal working of the various Departments and Directorates with a view to identifying factors prejudicial to the satisfactory operation of the Authority itself. It is necessary to remove these factors to eliminate wasteful expenditure, secure strict public accountability and promote economic efficiency. An endeavour has been made to give in detail the working process, personnel management, etc., prevalent in each Department and Directorate separately in the following chapters (Chapters VI to XV). Keeping in view the responsibilities which the Authority is to discharge under the Third Five Year plan, suggestions have been made for improvement in the administrative set up, operational system and procedure, etc., while discussing about the Directorates and the Departments.

69. The proposed re-organization chart of EPIWTA is given in Appendix 'B'.

CHAPTER VI.

Secretariat.

70. The Secretariat of East Pakistan IWTA functions as the central administrative unit of the Authority. It maintains liaison with the Central and the Provincial Governments, quasi Government organizations and other bodies such as Pakistan Eastern Railways, Chittagong and Chalna Ports, etc., which have a direct or indirect relationship in the efficient operation of inland water transport. It keeps contact with sister technical organisations in other parts of the world for keeping abreast of the technological development in the field of inland water transport and the mutual exchange of data. It is responsible for administrative co-ordination between the Authority and its various departments and directorates. It also arranges for co-ordination between various departments to prevent duplication of work to ensure speedy disposal of cases. The Secretary is responsible for proper working of the Secretariat. He is also the Secretary of the Advisory Committee. The Deputy Secretary assists the Secretary in discharging the routine work, specially, the matters relating to rules, regulations, receipt, despatch, typing pool, accommodation, common services, etc.

71. The existing organization chart of the Secretariat is given in Appendix-C. There are 13 officers and 63 Class III and Class IV employees in the Secretariat. The number of officers and staff has been given in Appendix-'D'.

72. *Functions distributed section-wise*—The functions of the Secretariat have been distributed section-wise as under—

Section I—All cases relating to the establishment of all Class I and Class II Officers, that is, recruitment, posting, transfer, pay and allowances, increment, leave, etc., are dealt with in this section. One Assistant Secretary is in charge of this section. He is assisted by an Executive Assistant. The Assistant Secretary is under direct control of the Secretary.

Section II—Foreign loan, credit and correspondence, foreign consultants and contracts, meeting of the Authority and Advisory Committee, arrangement of training, etc., are dealt with in this section. One Executive Assistant is in charge of this section. He is under direct control of the Secretary.

Section III—Cases relating to the establishment of all Class III and Class IV employees, that is, recruitment, posting, transfer, pay and allowances, increment, leave, etc., are dealt with in this section. One Executive Assistant is in charge of this section. He works under direct control of the Secretary.

Section IV—Rules and regulations, and matters relating to O. and M. are dealt with in this section. One Executive Assistant is in charge of this section. He works under supervision of the Deputy Secretary.

Section V—This section is known as receipt, despatch and identity cards section. One Executive Assistant is in charge of this section. He is under direct control of the Deputy Secretary. He is also in charge of the typing pool.

Section VI—Matters relating to accommodation, telephone, office equipments, records, transport and drivers attached to the Secretariat are dealt with in this section. One Assistant Secretary is in charge of the section. He works under the direct control of the Deputy Secretary. One Executive Assistant assists him.

73. The organization chart and the distribution of work of the Officers show that the internal administrative system of the Secretariat is not sound and logical. The position of the Executive Assistants is such that they are neither Head Clerks nor fulfilled Officers. They cannot release any letter under their signature. It is seen that four Executive Assistants are in charge of the four sections while two Assistant Secretaries are in charge of the remaining two sections. One Assistant Secretary directly reports to the Secretary and another reports to the Deputy Secretary. Then again, two Executive Assistants directly report to the Secretary, two Executive Assistants to the Deputy Secretary and the other two to the Assistant Secretaries. Moreover, in respect of working of certain sections the Secretary does the routine work himself, whereas the Assistant Secretaries do the same in respect of other sections. This naturally takes away much time of the Secretary and in consequent, he finds little time to afford in policy matters and creative thinking. For the sake of better administration, the officers of equal rank and status should be placed in charge of each section. Similarly, the officers of the same category and position should report to the officers of higher echelon having equal rank and position. This will establish better working condition in the office and entail proper supervision and quick disposal of cases. It is, therefore, suggested that the Executive Assistants should report to the Assistant Secretaries who may dispose of the routine work themselves. The Assistant Secretaries may seek advice and guidance, where necessary, of the Deputy Secretary who, in turn, will supervise the work of the Assistant Secretaries regularly. The Secretary will be responsible for proper supervision of the work of the subordinates.

74. In the existing chart, the position of the Legal Adviser has been shown in the line of command, but his is not the staff function. As his function is advisory he may be shown as an adviser. The good service of the Legal Adviser may be better utilised in execution of contracts with experts, consultants, contractors and in other legal matters.

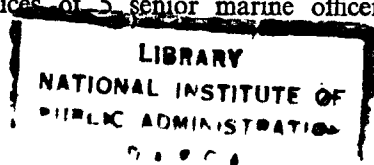
75. The Directorate of Purchase and Stores, the Directorate of Public Relations and Labour Welfare and the Directorate of Planning, Research, Progress and Evaluation may be abolished and the work of these Directorates may be performed under the administrative control of the Secretary. This will reduce the establishment cost of these Directorates at least by 50 per cent of the present cost and ensure proper utilization of money and material and quick disposal of cases. For better efficiency, the management of Transport and Security and Intelligence work may also be brought under the Secretariat.

76. The proposed reorganization chart of the Secretariat has been given in Appendix 'E'.

CHAPTER VII.

Conservancy and pilotage department.

77. Immediately after its establishment, the EPIWTA assumed functions pertaining to the conservancy of navigable channels. These functions were previously performed by the Joint Steamer Companies on a limited scale for their own vessels and Government crafts on annual payment. There were no launches, no survey equipments, no marine officers or hydrographers available at the disposal of the EPIWTA at the time of assuming responsibility of conservancy and pilotage services involving thousands of miles of waterways. On the basis of a tripartite agreement between EPIWTA, the Provincial Government and the Joint Steamer Companies, the Authority purchased only two old launches and all the conservancy equipments including 1,500 iron marks, buoys, beacons, etc., from the Joint Steamer Companies. After creation of the Department of Conservancy and Pilotage, the staff of the Steamer Companies employed on the conservancy work was taken over by the Authority and the services of 5 senior marine officers were secured for a period of 3 years in the first instance.



Functions.

78. The functions of this Department are—

- (a) to carry out river conservancy work including river training work for navigational purposes and for provision of aids to navigation, including marks, buoys, lights and semaphore signals;
- (b) to disseminate navigational meteorological information including publishing river charts;
- (c) to maintain pilotage and hydrographic survey services ;
- (d) to draw up programme of dredging requirements and priorities for efficient maintenance of existing navigable waterways, and for resuscitation of dead or dying rivers, channels including development of new channels and canals for navigation;
- (e) to carry out removal of wrecks and obstructions in inland navigable waterways;
- (f) to maintain liaison with shipyard and ship repair industry in order to meet their requirements of raw material and equipment.

79. The Conservancy and Pilotage Department is headed by the Chief Executive who is assisted by one Chief Conservancy and Pilotage Superintendent. One Naval Architect deals with matters relating to the design of vessels. The Engineer Superintendent looks after the management of the Barisal Marine Workshop. Conservancy and Pilotage Superintendents look after the aids to navigation and salvage work. The Hydrographers make hydrographic survey for maintenance of navigable waterways and development of canals for navigation.

80. The Conservancy and Pilotage Department is a revenue earning department. It earned Rs.19,88,142.00 in 1959-60 and Rs.27,66,736.00 in 1964-65 as conservancy tolls and pilotage fees. This Department has its zonal offices at Narayanganj, Serajganj, Chandpur (Headquarter at Barisal), Chittagong, Khulna and Barisal. The organization chart of the Department showing the existing set up is given in Appendix 'F'. The number of officers and staff working under this Department is 1903. Details of officers and staff have been given in Appendix 'G'.

Various sections of Waterways in East Pakistan.

81. The waterways in East Pakistan have been divided by the EPIWTA into 5 zones or sections, namely, Sylhet Section, Ganjam Section, Eastern Delta Section, Central Delta Section and Western Delta Section. One Conservancy and Pilotage Superintendent is in charge of each of these sections.

Sylhet Section.

82. The zonal office of this section is at Narayanganj. Jurisdiction of the Sylhet section is—

1. from Porabari to Buriganga mouth at Narayanganj.
2. from Narayanganj to Sadarghat,
3. from Narayanganj to Ghorashal,
4. from Narayanganj to Chandpur,
5. from Narayanganj to Bhairab,
6. from Bhairab to Jakiganj and
7. from Bhairab to Chhatak.

Ganjam Section.

83. The Rivers Ganjes, Jamuna and Padma fall within the jurisdiction of the Ganjam Section. The zonal office of this section is housed in an old building about three miles away from Serajganj Town. A sum of Rs.475.00 is paid as rent per month for this house. Construction of EPIWTA Office buildings and residential quarters at Sirajganj is nearing completion. The office of the C. and P. Superintendent should be shifted to the new office building as early as possible. This will save about rupees six thousand now paid as house rent every year. A sum of Rs.1,700.00 is spent per month for bamboo marking in the navigable channels of this section. It is alleged by the C. & P. Superintendent that the bamboo poles are stolen away by the villagers. The bamboo poles also do not last long in the water. The Authority may consider the feasibility of using plastic poles for marking.

Eastern Delta Section.

84. The zonal office of the Eastern Delta Section is housed in Nahar Building at Chittagong. Jurisdiction of this section is—

1. from outer anchorage of Chittagong to Barisal,
2. from outer anchorage of Chittagong to Cox's Bazar,
3. from Halda River Mouth to Kaptai and
4. from Kaptai to Rangamati and up.

The annual establishment cost for this section is Rs.8,400·00. Two clerks and one typist are attached to the zonal office. One clerk does the outdoor work such as payment of bills, encashment of Bank drafts, carrying cylinders to M/s. Pakistan Oxygen for charging the cylinders, etc. About 125 cylinders are charged every month. The volume of office work has greatly increased due to more utilisation of Master Pilots. Their average monthly trips are 180 and all their work orders are issued from this office. Their travelling allowance bills are checked and verified by this office. Since the pilots are low-paid staff, any delay in making payment of their pay and travelling allowance bills brings hardship on them. Cylinders are also to be charged regularly. Considering the work load, it is recommended that one more lower division clerk be appointed or sent from the Headquarters to this office.

Central Delta Section.

85. The zonal office of the Central Delta Section is at Barisal. It will be shifted to Chandpur as soon as construction of office buildings and residential quarters is complete. This section is responsible for maintaining the navigable channels from Barisal to Narayanganj, Narayanganj to Goalundo, Chandpur to Ilsha and Mokimganj to Porabari. About 500 miles of navigable channels are under this section. Annual establishment cost of this section amounts to Rs.1,40,000·00 approximately.

Western Delta Section.

86. The zonal office of the Western Delta Section was at Barisal. It was shifted to Khulna in September, 1965. This section has the following jurisdiction—

1. Barisal to Khulna—Madhumati, Halifax, Matiabhangha and Kirton Khola Rivers,
2. Barisal to Khepupara—Agunmukha, Paira and Kirton Khola Rivers,
3. Arialkhan River from Nandir Bazar to Charmuguria,
4. Charmuguria to Khulna,
5. Kaokhali to Swarupkathi—Banaripara to Nandir Bazar,
6. Kocha Route—The Sundarbans areas,
7. Khulna to Chalna Route,
8. Boalmari Route,
9. Satkhira Route and
10. Jhalakathi Pargana Route.

On the average, Rs.925·00 is spent per month for bamboo marking of the channels under this section. A sum of Rs.10,74,310·00 was spent from November, 1964 to January, 1965 for dredging some channels. Dredging was done with the help of EPWAPDA. The East Pakistan Rivers very often need dredging to keep them navigable. A large amount is spent by EPIWTA every year for dredging the rivers. It is suggested that the Authority should have a dredger of its own.

Decca-Chain Radio Location System.

87. This system will eliminate the necessity for establishing control by time consuming triangulation or traverse methods, and will enable a survey party to produce more than double of its present seasonal output. Three slave stations are being constructed under the scheme No. DE-14 at Rupchandpur in the district of Mymensingh, one at Chapara in the district of Chittagong and the other at Mohanpur in the district of Jessore. Land has been acquired for construction of the Master Station at Sengaoon in the Chandpur Subdivision. For non-availability of Pakistani experts, foreign specialists will operate these stations. In 1965, an agreement was made between EPIWTA and M/s. Decca Navigator Co. Ltd., London. In the first year, M/s. Decca Navigator Co. Ltd., will send 13 foreign engineers, namely, 1 Chain Commander, 10 Specialist Station Engineers and 2 Specialist Receiver Maintenance Engineers. The foreign consultants and engineers will be in charge of the stations for three years under the contract. In the first year, the engineers will—

- (a) supervise and assist the installation of the technical electronic part of the system;
- (b) tune, test and put the system into operation;
- (c) supervise the operation and maintenance of the system;
- (d) train EPIWTA local engineers to operate and maintain the system; and
- (e) assist EPIWTA's consulting engineers in determining the adjustments to the radiated pattern or chartered pattern in order to obtain optimum accuracy of fix and such additional services of the similar nature as the consulting engineers shall reasonably require.

88. The Chain Commander and the Electronic Officer, Dacca-II are attached to the Headquarters. For smooth working of the system it is recommended that the Chain Commander should be transferred to the Master Station, Chandpur to associate himself with construction and fitting work. The main duties of the Chain Commander are—

- (a) to look after the generators, electronic chain, transmitters and receivers of all stations;
- (b) to ensure that the electronic waves function properly and that they are synchronised with the slave stations at Chittagong, Jessore and Mymensingh.

So, if the office of the Chain Commander is shifted to Chandpur, it will be easier for him to discharge his duties more efficiently. Similarly, the Electronic Officer, Dacca-II should be transferred to the Marine Workshop, Barisal where there will be a big electronic set up. His unit now at Narayanganj should be shifted with him. The matter was discussed with the Chief Executive of Conservancy and Pilotage and he agreed to the proposal.

System of payment of salary of the Crew.

89. The crew do not get their salary in time as they float on board from station to station. Their pay bills are prepared at the Head Office, Dacca and Regional Accounts Office, Barisal by the 22nd of every month. The bills are sent to various stations through messengers. Now, very often it so happens that the floating staff for whom the bills are meant, are not available for payment in those stations as they go on duty to some other stations. As a result, the poor people suffer greatly. This difficulty may be removed by preparing their pay bills by the 15th of every month and fixing up certain pay-stations. At Sirajganj, there is one C. & P. Superintendent who may make payment for the pontoon attendants stationed at Nagarbari, Goalundo and Aricha. C. & P. Superintendent, Narayanganj may make payment for Beota, Demra, Narayanganj and Daudkandi stations. Kamarkhali East and Kamarkhali West stations may be added to the Regional Accounts Office, Barisal.

Design of Launches.

90. The launches constructed in East Pakistan are not correctly designed. Design is approved by an officer who is not a qualified designer. Hence the launch accidents are so frequent. The Naval Architect of the EPIWTA was consulted on this issue and he suggested that there should be a Government Naval Architect for East Pakistan, who should be the authority to accord permission for construction of any mechanically propelled inland water vessel.

Water Rules.

91. Every country has its own rules for construction of ships, launches, etc., to suit the particular water of that country. But unfortunately, Pakistan has no water rules of its own. The English Rules followed in East Pakistan do not suit its water. For registration marks, lot of money is paid in the shape of fees, etc., to Lloyds Register of Shipping (L.R.S), Nippon Kiji Kyokai (N.K.K.) and American Bureau of Shipping (A.B.S.). It is suggested that the Government should frame water rules of its own to remove the present inconvenience and save foreign currency. The service of the present Naval Architect of EPIWTA may be utilised in drafting the Water Rules.

Security and Intelligence Measures.

92. A Junior Security and Intelligence Officer has been attached to the C. & P. Department. Allegations and complaints against the Authority and its officials are generally addressed by the public to the Chairman of the Authority or the Governor of East Pakistan. These allegations are forwarded to the Junior Security and Intelligence Officer for investigation. So, he is to go out on tour as and when necessary. If such an officer is attached to any Department the head of the Department may like to know the purpose of his journey. Sometimes, the Intelligence Officer may have to investigate into allegations even against the head of the Department. So, naturally, the Intelligence Officer may feel embarrassed to disclose the purpose of his journey. Even the head of the Department may not like to approve the tour programme of the Intelligence Officer. It is, therefore, desirable that the Junior Security and Intelligence Officer should be attached to the Secretariat.

Reorganisation of the Hydrographic Section.

93. This is a very important section in the C. & P. Department. At present all the Hydrographers are attached to the Headquarters. This hampers the progress of hydrographic survey work. It is proposed that one senior hydrographer should be attached to the Headquarters and one senior hydrographer should be attached to each of the five sections, viz., Eastern Delta, Western Delta, Sylhet, Ganjam and Central Sections. Junior hydrographers should also be posted to those sections. It is no good to keep all these technical hands attached to the Headquarters.

94. The Chief of the Hydrographic Section is handicapped for shortage of qualified hydrographers. The main functions of this section are—

- (a) survey and preparation of charts for determining the correct contours of the channels for putting buoys, lights and navigational marks for day and night navigation;
- (b) checking of the contours and repositioning of the navigational marks and buoys to relate them to the up-to-date channels;
- (c) detail survey for exploring new river routes;
- (d) conduction of dredgings with pre-and post-dredging surveys for correct assessment of the area to be dredged and the quantity dredged;
- (e) erection of automatic and staff gauges and their frequent checking. Establishment of chart data at various stretches of rivers. Observation and collection of gauge readings for making hydrographs of rivers;
- (f) establishment of bench-marks and triangulation points along with the rivers and to connect them with the geodetic controls;

- (g) hydrographic survey for construction of ferry terminals and inland river port;
- (h) checking and determining the distances of river routes and establishment of measured miles at different places;
- (i) chemical analysis of bed samples and water samples for determining the composition of silt and percentage of salinity respectively;
- (j) analysis of tidal water for prediction of tides and supplying tidal information;
- (k) maintenance of Bulletin Boards of water levels for the navigators in inland rivers;
- (l) maintenance of proposed semaphore system for exhibiting height of tide in coastal areas.

These functions are vital in the matter of navigation. To carry out these functions, more qualified hydrographers may be recruited, if necessary.

95. The marine workshop, Barisal, is an establishment which calls for detailed discussion. So, it has been dealt with in the next chapter.

CHAPTER VIII.

EPIWTA Marine Workshop, Barisal.

96. The Barisal workshop started functioning in 1961 as a base to provide storage and first aid facilities to the conservancy work of the Authority. It was then developed to provide servicing and above-water repair facilities to the Authority's fleet of vessels and other floating equipments. It is now under further development to generate capacity to handle service and repair not only of the fleet of the Authority and its floating stock but also of the ferries, coasters, etc. of the East Pakistan Shipping Corporation. It is also acting as a storage, assembly and transit point for the equipment of the Decca Chain and other projects. The number of existing officers and staff of the workshop is 329.

Functions.

97. The functions of the Marine Workshop may be spelled out as under—

- (a) To maintain all conservancy equipment of the Authority in good condition.
- (b) To carry out all repairs, within its capacity, to the vessels of the Authority and the East Pakistan Shipping Corporation.
- (c) To provide repair facilities to the floating equipment of the inland ports and landing stages.
- (d) To provide storage and assembly and transit facilities to other projects of the Authority.
- (e) To train and keep in readiness a nucleus of skilled manpower for operating the third phase facilities as soon as they are installed.

98. *Branches of the Workshop*—To discharge the above functions, the workshop has the following branches—

- (i) Diesel shop,
- (ii) Blacksmith shop,
- (iii) Tin smith shop,
- (iv) Carpenter shop,
- (v) Fitting shop,
- (vi) Mason shop,
- (vii) Welding section,
- (viii) Tailoring shop,
- (ix) Paint shop.
- (x) Basic Electric shop,
- (xi) Battery charging,
- (xii) Galvanic Repairs section,
- (xiii) Radio and Radar shop,
- (xiv) Stores Section,
- (xv) Engine Repair shop,
- (xvi) Beacon repairs and lighting equipment,
- (xvii) Structure repair section and
- (xviii) Electronic Instruments Section.

Administrative Control and Responsibility.

99. Planning the policy of the workshop is the function of the Authority. But the administrative control of the workshop rests in the Chief Executive, Conservancy and Pilotage Department. Under him there is stationed at Barisal an Engineer Superintendent who has full executive responsibility for the maintenance and operations of the workshop. Of course, the powers of the latter have not been properly defined. Consequently, there is uncertainty as to his administrative and financial jurisdiction which, in turn, does not allow for optimum utilisation of resources.

Delegation of Powers.

100. The powers enumerated below may be delegated to the Engineer Superintendent—

(1) Administrative—

- (a) To appoint personnel of the subordinate supervisory, junior subordinate and unskilled labour cadres of the workshop within the pay scale and strength of such cadres as sanctioned by the Authority;
- (b) To detail specific functions and responsibilities of all personnel, executive or otherwise, under his administrative control;
- (c) To assess, evaluate and report on the performance and conduct of all employees under him.
- (d) To take any action in pursuance of the various Acts, Ordinances and Bye-laws in force concerning the operation and maintenance of industrial undertaking in the country.
- (e) To co-ordinate with the District Administration and other agencies in matters of common interest subject to the Authority's approval.
- (f) To initiate and take disciplinary action against all subordinate staff of whom he is appointing authority, and to suspend any other employee provided that no executive officer shall be suspended from service without approval of the Head Office.
- (g) To grant leave to all employees under him. A monthly statement of leave, other than casual leave, granted to the employees, shall be submitted to the Head Office.

(2) Financial—

- (a) To authorise overtime payments to non-supervisory class of workers under him.
- (b) To approve annual estimates for maintenance of the Authority's property under his charge.
- (c) To approve the estimate for maintenance, repair and improvement of workshop upto a limit of Rs.1,000·00 in one case and Rs.5,000·00 in one year.
- (d) To authorise local purchase not exceeding Rs.25·00 for one item and Rs.500·00 in one year.
- (e) To write off the damage or loss of any material or equipment the value of which does not exceed Rs.25·00 in one case or Rs.500·00 in one year.
- (f) To take Insurance Policies for workmen's compensation, fire-accident and other risks of the factory in consultation with the Authority's Insurance Officer.
- (g) To sanction contingent expenditure not otherwise specified, upto a limit of Rs.25·00 in any one case and Rs.200·00 in one year.

System of purchase for the Workshop.

101. Purchase is made (i) from abroad, (ii) within the country and (iii) locally at Barisal. For (i) and (ii), requisitions are sent to the Directorate of Purchase through the Chief Executive. Each requisition is scrutinised, financial concurrence obtained from the Accounts and Finance Department, tender invited, comparative statement prepared and file referred to the Finance Department/Requisition Department for approval of rates quoted by different suppliers. When the purchase is made, one officer is to go to Dacca from Barisal and grant receipt for the purchase after verification of the articles. All these processes naturally consume considerable time.

102. To improve the position it is suggested that the purchase of stores should be divided into three categories—(a) local purchase, (b) foreign purchase, and (c) emergency local purchase. For local purchase, the total requirement of the workshop should be submitted every three months to the Directorate of Purchase. The Directorate of Purchase will ensure that the stores indented by the Engineer Superintendent are procured and supplied without delay. If the Head of C. & P. Department is given powers to utilise the money allotted against the workshop on the recommendation of the Engineer Superintendent, the purchase officer may avoid the delay which occurs now in getting the financial concurrence for the items required by the workshop from time to time. In case of foreign purchase, the indent should be sent every six months. The procurement of spare parts and other machinery takes time. Hence, a stock of spare parts should be kept ready for use when required, otherwise the work may suffer a great set back.

The Engineer Superintendent should have powers to purchase materials locally to meet minor requirements of different sections of the workshop. Any item costing not more than Rs.25.00 may be purchased locally by him. For emergent local purchases, he may exercise this power up to a limit of Rs.500.00.

103. It is suggested that the proprietary items may be purchased from the manufacturers direct. Direct purchase will be cheaper and technical advice will be available free of cost.

Head of Accounts of the Purchase.

104. Sometimes it is not possible to indicate head of account while placing an indent. Some of the indented articles may be used for "outside work", some for 'NEDECO' vessels, some for hydrographers' vessels, etc. The head of account of these articles (e.g., nuts and bolts) can be determined after their use. So, these articles may be purchased under head "Miscellaneous—Workshop Suspense Account" and final adjustment may be made once a year. This will help expedite purchase of various stores specially those which are delayed in the Accounts Department for finding out the head of account.

105. The purchase order is placed by the Chief Executive, C. & P. Department, Dacca. Sometimes, it so happens that the consignee (Barisal Workshop) does not know that order has been placed. The consignee should be informed of the position so that he may expect arrival of the stores indented by him.

Workshop Labourers to be treated as Industrial Labourers.

106. The work load in the workshop is gradually increasing. The workshop is working on the pattern of a factory organisation where factory rules have to be observed. All proceedings, actions and functions of the workshop have to be recorded in the forms and registers as mentioned in the Factory Rules. Returns are to be submitted regularly to the Directorate of Labour. Cases of appointment, resignation, termination, dismissal and irregularities have to be attended to according to Factory Act/Rules. The Engineer Superintendent-in-charge of the workshop may have adequate power to deal with all labour matters under the Factory Act and Rules. The Marine Workshop personnel may not be treated at par with the personnel belonging to other departments of the Authority because the former are guided by the Factory Act/Rules and as such they are to be treated as industrial labourers. The Engineer Superintendent proposed to appoint one Personnel Officer in the scale of Rs.500—40—980 to deal with matters relating to Factory Rules. After due consideration of the proposal it is found that the appointment of a Personnel Officer is not necessary. The Assistant Administrative Officer may look after the job.

107. The Marine Workshop could not make much progress for shortage of technical hands. To remove this difficulty, the Authority has appointed Mr. Alexander Yggeseth, a foreign engineer, who has been working since April, 1965. His function is to train up Pakistani Mechanics. He selected 100 Matri-culate boys to make them perfect mechanics. At the beginning he was hopeful, but now he realises that all the selected persons are far below the standard. Expensive machinery will be useless unless right type of personnel are picked up to work with. Appointment of non-qualified persons leads to engaging more hands. The Authority may consider if the pay scale of the technicians can be raised to attract I.Sc. passed boys.

108. In absence of sufficient number of qualified and experienced supervisory staff, the quality of work as well as the quantity of production of the workshop could not be upto the mark. We came to know from the Engineer Superintendent that the qualified Foreman are not available in East Pakistan. At present, one Master Foreman from the Pakistan Air Force and one Senior Foreman from the Pakistan Navy are working in the workshop. It is suggested that 4 posts of Senior Foreman be sanctioned for the workshop.

Establishment of a Repair Yard.

109. After the extension of the workshop, the work in the mechanical workshop will be considerably increased. The need to slip bigger vessels and to execute under-water repairs to vessels will entail special work, such as, the repair of propeller shafts, rudders, rudder bearings, etc., There is already a considerable shortage of repair capacity which renders difficult the maintenance of the Authority's fleet causing long waiting periods and idle intervals for damaged vessels. The postponement of repairs, due to the lack of repair facilities, soon causes deterioration in the condition of the vessels, which in turn gives rise to a considerable increase in maintenance cost. To avoid the trouble, it is suggested that a repair yard of adequate size should be established as soon as possible.

Provision for a Stand-by Power Station.

110. At present, powers supplied by the Barisal Municipality is not upto the requirements. An emergency power station be provided in order to prevent accidents which may take place during the shipping of vessels due to a failure of the electricity supply or by a drop in the tension of electric current below an admissible level.

Construction of a Boundary Wall.

111. The Marine Workshop area is a protected area but it has no boundary wall. For safeguard of the properties, a boundary wall should be constructed immediately.

Accounting Procedure.

112. Up to June, 1965, the Regional Accounts Officer, Barisal worked under the control and supervision of the Directorate of Finance and Accounts, Dacca. This office is headed by a Regional Accounts Officer. The Regional Accounts Office had to send all the papers to the Head Office, Dacca for incorporating the accounts into the Head Office Accounts. From July, 1965, the Barisal Marine Workshop has become a self accounting unit. It now records all its expenses, charges and income in Double Entry Accounting Forms and Ledgers and is responsible for recording the value and depreciation of the workshop assets.

113. The Head Office current account shows all payments made by the Head Office as well as the value and services rendered by the Head Office to the workshop. It credits all payments made or materials supplied and services rendered by the workshop to the Head Office or to any of its units outside the workshop. In each item of Debit or Credit, a separate Debit or Credit Note is raised and sent with necessary supporting documents to the Head Office for acceptance. Similarly, the Head Office advises the Regional Accounts Office of Debit/Credit raised against workshop through Debit/Credit Notes. At the end of the month, Regional Accounts Officer sends a statement of Account current to the Head Office showing a summary of all transaction between workshop and Head Office during the previous month.

114. At the end of every quarter, the Regional Accounts Officer prepares an Income and Expenditure account of the workshop. All items of expenditure incurred is debited to this account and it is credited with the income received from outside jobs at actuals and job cost sheet values of departmental jobs. Other income, if any, is credited to this account. The difference between the two sides is shown as an item of profit or loss as the case may be. The Income and Expenditure account is sent to the Head Office with copies to the workshop management by the end of the first month following the quarter.

115. A six monthly balance-sheet as on the 31st December of every year is drawn and sent to the Head Office along with the Income and Expenditure Account of the second quarter of the financial year.

The annual account of the workshop comprises of—

- (a) Balance sheet as on the 30th June of the year concerned;
- (b) Income and Expenditure Account for the year;
- (c) A schedule of Debtors and Creditors; and
- (d) A schedule of Accounts of the Workshop.

The annual accounts statement is sent to the Head Office by the middle of August every year. The new system is working well. No change is recommended.

Statement of Income and Expenditure of the Workshop.

116. In 1963-64, the annual income of the workshop was Rs.3,87,882.00 against an expenditure of Rs.5,63,450.00. In 1964-65, the annual income was Rs.4,46,498.00 and expenditure was Rs.6,57,875.00. In 1963-64 income from outside jobs was Rs.26,716.00 whereas in 1964-65, it was Rs.10,347.00. This shows that the income of the workshop from outside jobs is decreasing gradually.

CHAPTER IX

ENGINEERING DEPARTMENT

117. The EPIWTA has to take up the work of construction and maintenance for development of inland waterways and ports. The engineering Department has been entrusted with this work. This Department is responsible for the following functions—

- (i) Development, maintenance and operation of inland river ports, landing stations and terminal facilities in such ports and stations.
- (ii) Preparation of plans or schemes for carrying out any of the above mentioned functions.
- (iii) Acquisition of land.
- (iv) Formulation and execution of programme of dredging for efficient maintenance of existing navigable waterways, resuscitation of dead or dying rivers and canals and development of new waterways for navigation.
- (v) Reclamation work including river training for the purpose of navigation.

118. To discharge the above functions, there are six field divisions, namely, Dacca, Sirajganj, Chandpur, Narayanganj, Barisal and Khulna and one Planning and Design Division attached to Headquarters. One Executive Engineer is in-charge of each of these divisions. The Department is headed by the Chief Engineer who is assisted by Additional Engineer. One Deputy Chief Engineer (Waterways) and one Senior Engineer (Waterways) are attached to the Head Office. The posts of Deputy Chief Engineer (Port) and Senior Engineer (Port) are lying vacant. The Organization Chart showing the existing set-up is given in Appendix 'H'.

119. Details of Officers and staff attached to this Department are given in Appendix 'I'.

Planning and Design Division.

120. This division is attached to the Head Office. Main functions of this division are—

- (i) to prepare plans, design and estimates for construction of jetties, buildings, landing stages, etc.;
- (ii) checking of estimates submitted to the Chief Engineer by different field divisions;
- (iii) preparation and checking of tender documents for work to be done by different field divisions; and
- (iv) checking of work bills sent by the field divisions.

Field Divisions.

121. *Dacca IWTA Division (Ports and Buildings)*—Office of this division is accommodated in the EPIWTA Head Office. The Executive Engineer (Planning and Design) is in-charge of this division. The main functions of this division are—

- (i) to carry out survey and investigation for preparation of port development schemes, landing stages, dredging of shoals, etc.;
- (ii) to prepare survey sheets, site plans and estimates for various work under this division; and
- (iii) to supervise the construction of jetties, sheds, buildings, etc., to be constructed at Dacca.

122. During the year 1965-66, a sum of Rs.7.00 lakhs has been allocated for construction of EPIWTA Office building at the headquarters. Another sum of Rs.2.70 lakhs has been earmarked against scheme No. DE-31 for construction of a jetty and an approach road at Pagla (on the way from Dacca to Narayanganj).

123. *Sirajganj IWTA Division*—One Executive Engineer is in-charge of the division. During the year 1965-66, parts of scheme Nos. DE-5, DE-6, DE-7, DE-25, DE-27 and DE-35 are to be executed in this division. A sum of Rs.4.00 lakhs has been allocated against these schemes. 3.34 acres of land have been acquired for construction of office buildings, residential quarters and inspection bungalow. Construction of Inspection Bungalow and ground floor of A, D and E type quarters is complete. Construction of office buildings, class III barrack and C type quarters is in progress. The following schemes are in hand—

- (i) Improvement of navigational channels from Atraighat to the confluence of the Hurasagar River with the Jamuna River. Engineering survey and investigation have been completed. Feasibility report is under preparation. Land acquisition is not yet complete.
- (ii) Re-excavation of the Ichhamati River in the district of Pabna. 50 per cent. survey work is over. Land acquisition is not yet complete.

124. Development of 13 launch stations has been undertaken in the Third Five Year Plan. These stations are at Kurigram, Chilmari, Gaibandha, Fulchurighat, Bogra, Shajadpur, Rajshahi, Paksey, Pabna, Ishurdi, Nagarbari, Shohagpur and Sirajganj.

125. *Chandpur IWTA Division*—Comilla, Noakhali, Chittagong Hill Tracts and Chittagong districts are in this division. During the year 1965-66 parts of scheme Nos. DE-6, DE-7, DE-25 and DE-27 are to be executed in this division. A sum of Rs.2.23 lakhs has been allocated against these schemes.

126. Terminal Building at Chandpur Ghat has been constructed under the supervision of NEDECO. Demarcation of foreshore lands and port limits is complete. Dredging of Dakatia-Meghna mouth was completed in the last year at a cost of Rs.57,691.62. Construction of office buildings, residential quarters and inspection bungalow at an estimated cost of Rs.12,25,400.00 is in progress. Construction of these buildings was started on and from 19th December, 1963 and a sum of Rs.5,75,425.00 was spent up to July, 1965. Survey work of navigable channels from Chandpur to Chaumuhani, from Chaumuhani to Nadona, from Nadona to Chitoshi and from Chitoshi to Hajiganj is in progress.

127. *Narayanganj IWTA Division*—An Executive Engineer is in-charge of this division. During the year 1965-66 parts of scheme Nos. DE-5, DE-6, DE-7, DE-25, DE-27 and DE-35 are to be executed in this division. A sum of Rs.7.92 lakhs has been allocated against these schemes.

128. Tolls are collected from Taltala Khal and Karnapara Khal. There are three toll collection points in Taltala Khal and two points in Karnapara Khal. At each point there are two toll collectors, two *Khalasi* and some guards. In 1964-65, a sum of Rs.37,756.00 was collected from Taltala Khal and Rs.78,761.00 from Karnapara Khal as tolls.

129. *Barisal IWTA Division*—Barisal and Faridpur districts and part of Kushtia district fall within this division. During the year 1965-66, parts of scheme Nos. DE-5, DE-6, DE-7, DE-25 and DE-27 will be executed in this division. A sum of Rs.2.63 lakhs has been allocated against these schemes. Progress of development work is shown below:

- (i) Reconnaissance survey of the waterways of the division—Complete.
- (ii) Construction of wooden jetties for coaster—one jetty near C.S.D. Godown another at Taltala, Barisal—Complete.

- (iii) Construction of abutments and wing walls including approach roads for fixing pontoons for launch passengers—80 per cent. complete.
- (iv) Construction of staff quarters at Kaokhali—80 per cent. complete.
- (v) I.W.T.A. staff quarters at Barisal—40 per cent. complete.
- (vi) Fixation of pontoons at Nalchity, Jhalakati, Kaokhali (work was complete, but destroyed during the cyclone of 1965).

130. The following schemes are in hand:

- (i) Construction of wooden jetty to the south of the Marine Workshop Jetty.
- (ii) Earth filling for construction of port road from Kamaluddin Choudhury Ghat to Faria Patty, Barisal Town.
- (iii) Construction of a shed for pontoon attendants and pilots—100 feet long and 20 feet wide at Barisal.
- (iv) Cargo godown—100 feet long and 30 feet wide at Barisal.

131. The following schemes will be executed under the Third Five-year Plan in the Barisal Division:

- (i) Re-excavation of Kirtonkhola River from Sureswar to Angaria—22 miles. Detailed engineering survey is complete. P.C. 1 is under preparation.
- (ii) Providing a navigable link between Baleswar and Biskhali River—14 miles. Engineering survey is nearing completion.
- (iii) Improvement of the Patharghata Khal from Patharghata to Char Duani connecting Baleswar Biskhali River—10 miles.
- (iv) Providing a navigable link between Biskhali and Buriswar Rivers *via* Barey Mukamia and Mirzaganj—10 miles.
- (v) Improvement of Patuakhali River—7 miles.
- (vi) Improvement of the navigable channel from Chardupuria on the Bhadrasan River to Bara Nilakshi on the Arial Khan River *via* Shibchar—14 miles.

132. *Gopalganj Subdivisional Office*—Gopalganj Subdivisional Office is under the Barisal Division. An assistant engineer is in-charge of this Subdivision. He works as per instructions received from the Executive Engineer, Barisal. He is responsible for maintenance of navigable channels and collection of tolls. In 1964-65, a sum of Rs.2,30,053·00 was collected as tolls.

133. *Khulna IWTA Division*—One Executive Engineer is in-charge of this Division. He is assisted by one Assistant Engineer.

The main functions of this division are—

- (a) development of ports,
- (b) construction of office and residential buildings,
- (c) maintenance of buildings, jetties, etc. and
- (d) dredging and salvage work for port development.

134. There are 5 toll collection stations under this divisions, *viz.*, Bagerhat, Ratherhat, Kachua, Uzirpur and Kaliganj. In 1964-65, a sum of Rs.63,110·00 was collected as tolls.

135. *Schemes under execution*—Under Scheme Control No. DE-33, a scheme for land acquisition for waterways development (dredging) has been prepared at a cost of Rs.8,000·00 only. 1,622 acres of land, the estimated value of which is Rs.23,30,400·00, shall have to be acquired for execution of this scheme. The scheme, if executed, will reduce the present length of 31 miles of a route (on the Dacca-Khulna Route) to 21 miles. The scheme has been submitted to the Chief Engineer for approval. During the year 1965-66, parts of Scheme Nos. DE-5, DE-6, DE-7, DE-25, DE-27 and DE-35 will be executed in this Division. A sum of Rs.7·30 lakhs has been allocated against these schemes. Construction of Inspection Bungalow, residential quarters and office buildings has been completed. Now, construction work for port development is going on.

136. *Construction under the supervision of NEDECO*—Construction of Quay Wall along with the Bhairab River in Khulna consisting of steel sheetpiling, sandfilling, road construction and driving reinforced concrete piles for Terminal Station Building is in progress. The construction work is supervised by M/s. Netherlands Engineering Consultants (NEDECO), The Hague, who entered into a contract with EPIWTA in September, 1962. The Authority has placed two launches at the disposal of NEDECO for proper supervision of the work. Services of one Technical Assistant also have been placed at their disposal. The construction work is being done by a Contractors Firm M/s. Omar Sons Ltd.

137. The construction work was initially delayed due to non-procurement of stores, materials, cranes, pile driving equipments, etc., by the contractors firm and late receipt of plans, works programme, modified plans, etc., by them from M/s. NEDECO. First consignments of sheet piles and anchor bars were received by the contractors on 8-12-63 and 12-10-64 respectively. M/s. NEDECO changed the design and plan time and again before starting the construction in 1964. The contractors have started construction of 1,900 feet long anchor wall at a time. So there has been a serious dislocation of the normal functions of the traffic. As to provisions for traffic during the construction, it has been clearly stated in the clause No. 215 of the contract No. 7 that—

- (1) "Mooring of vessels, loading and unloading of cargo and embarking and disembarking of passengers on the foreshore is considered traffic in the meaning of clause 29 not to be interfered with unnecessarily or improperly. The contractor may interrupt this traffic over a foreshore length at the discretion of the Engineer, but at no time exceeding 400 ft. for sheet-piling, anchor construction and sand filling and (not simultaneously) 150 ft. for road construction, bank protection, etc. Before again allowing traffic, the contractor shall have completed the works over the relative part of the foreshore till such stage that traffic conditions are not any worse than before commencement of the works.
- (2) If and when the Engineer decides that temporary provisions have to be made at any place on the site for not interrupting this traffic or for replacement of existing facilities to other places during execution of the works the contractor shall carry out all that will be required for these temporary provisions as directed by the Engineer; the costs thereof shall be paid under the relative Provisional Sum in the Bill of Quantities;
- (3) All further traffic on the site shall be allowed under conditions not worse than existing before commencement of the works except short interruptions or deviations that may appear necessary at the discretion of the Engineer".

138. The contractors might have easily consult the local Port Authority for making alternative arrangement for the traffic during the construction. It is surprising to note that M/s. NEDECO informed the Chief Engineer in writing under their No. 633/D III/514, dated 9th April, 1964 that the IWTA local Executive Engineer "has no authority to give directions either to the contractor or the Technical Assistant but should discuss any point with NEDECO". Executive Engineer EPIWTA, Khulna, is the only technical officer of the Authority present at Khulna. If he is not allowed to check and inspect the construction work and is allowed to visit the site like other visitors, then it will be impossible on his part to check the bills of the contractors. The general principle should be that the IWTA Engineers are attached to the foreign consultants and experts so that they may learn the work as well. Moreover, the contractors will go away after the construction is over, but the Port Authority and the users of the port will ultimately suffer for any bad work. It is also noted that the Representative Engineers of M/s. NEDECO live in Dacca and they occasionally visit the construction work. So neither the Representative Engineers of M/s. NEDECO constantly supervise the work nor do they allow the Authority's Executive Engineer to do the same. This state of affairs is not healthy for the construction work undertaken at an estimated cost of Rs.64.00 lakhs. The Authority may take a firm decision in the matters in consultation with M/s. NEDECO so that the local Executive Engineer may inspect and check the construction work. At least one Representative Engineer of M/s. NEDECO may stay at Khulna for proper supervision of the work.

Need for Re-organization of the Department.

139. The Engineering Department is responsible for preparation and execution of schemes for development, maintenance and operation of inland river ports, for construction of office buildings and residential quarters and for formulation and execution of programme of dredging for efficient maintenance of existing navigable waterways, resuscitation of dead or dying rivers and canals and development of new waterways for navigation. To discharge the responsibilities entrusted to an organization, it should have well-defined administrative policy and clear-cut functional procedures. But, the Engineering Department is not organized on a scientific basis having clearly defined powers, responsibilities and position of the officers at different levels. This hampers the smooth working of the Department. It is very difficult to build up co-operation and co-ordination in the absence of clearly defined areas of responsibility and power. Officers and staff should have clear-cut assignments with delegation of powers commensurate with responsibilities. This will effect improvement in the administration to a great extent. In the following paragraphs an attempt has been made to locate the present difficulties and to suggest their remedies where necessary.

Re-organization of the Department.

140. *Head Office*—In the Head Office the working of the Engineering Department is divided into two branches, namely, Engineering (Waterways) and Engineering (Ports). One Deputy Chief Engineer and one Senior Engineer are attached to the Waterways Branch. The posts of Deputy Chief Engineer and Senior Engineer in the Ports Branch are lying vacant. The Deputy Chief Engineer and the Senior Engineer, Waterways, look after the working of the both branches. Above them are the Chief Engineer and the Additional Chief Engineer. At present there is no such division in the working at the divisional level. But the Department is thinking to introduce it down to the divisional level. Now, for the sake of smooth function and administration, it is desirable not to bifurcate the working of the Department into two branches—one responsible for development and maintenance of waterways and another for ports. Both waterways and ports are two sides of the something—the navigational aids; one is useless without another. Moreover, there may be antagonism between the two Branches as well as between two Executive Engineers at Divisional level in respect of selection of sites, preparation of schemes, etc., and this will retard the development work very much. For the purpose of speedy work and proper supervision, the East Pakistan Waterways may be divided into two zones—The Eastern zone and the Western

Zone. There may be one Deputy Chief Engineer in charge of each zone. One Executive Engineer may be in charge of the Planning and Design Division. Two Assistant Engineers and two Sub-Assistant Engineers may be attached to the Planning and Design Division. The Chief Engineer will have the overall charge of the Engineering Department and will report to the Chairman. The Deputy Chief Engineers will assist him in carrying out his work. All of them should have necessary staff support. The Engineering Department is primarily concerned with the work of construction and maintenance in the field. The Officers at the Head Office look to the general administration and supervise and check the field work. The Chief Engineer and two Deputy Chief Engineers may perform the duties at the Head Office. The posts of the Additional Chief Engineer and the Senior Engineer may be abolished. So many high officials at Headquarters make the Department top-heavy and retard progress of work in the field.

141. *Zonal Division*—For the purpose of discharging the responsibilities entrusted to the Engineering Department the East Pakistan Waterways may be divided into two zones—Eastern zone and Western Zone. The Eastern Zone may, again, be divided into three divisions—Dacca, Narayanganj and Chandpur. The Western Zone may be divided into three divisions, viz., Sirajganj, Barisal and Khulna.

142. Each division may comprise the administrative districts as shown below—

- (1) Dacca IWTA Division:
 - (i) Sadar South Subdivision.
 - (ii) Sadar North Subdivision.
 - (iii) Dacca City.
- (2) Narayanganj IWTA Division:
 - (i) Narayanganj, Munshiganj and Manikganj Subdivisions of Dacca district.
 - (ii) Mymensingh.
 - (iii) Sylhet.
- (3) Chandpur IWTA Division:
 - (i) Comilla.
 - (ii) Noakhali.
 - (iii) Chittagong.
 - (iv) Chittagong Hill Tracts.
- (4) Sirajganj IWTA Division:
 - (i) Dinajpur.
 - (ii) Rangpur.
 - (iii) Rajshahi.
 - (iv) Bogra
 - (v) Pabna.
- (5) Barisal IWTA Division:
 - (i) Faridpur.
 - (ii) Kushtia—east of the Gorai.
 - (iii) Barisal.
- (6) Khulna IWTA Division:
 - (i) Kushtia—excluding the portion lying to the east of the Gorai.
 - (ii) Jessore.
 - (iii) Khulna.

143. *Head of the Divisional Office*—In course of study, we came to know that the Engineering Department was thinking to appoint two Executive Engineers to each of the divisional offices—One for Ports and the other for Waterways. Now, for the sake of smooth function and administration in a division, it should not be headed by two Executive Officers of the same rank and equal status—One responsible for development and maintenance of waterways and the other for ports. Both waterways and ports are two sides of the samething—the navigational aids; one is useless without the other. There may be antagonism between two Executive Engineers in respect of selection of sites, preparation of schemes, etc., and this will retard the development work very much. If on the other hand, one Executive Engineer is placed in charge of both waterways and ports in a division, he will work for all round development of the navigational aids within the division.

Officers and Technical staff to be attached to the Divisional Office:

144. In each divisional office there should be one Executive Engineer, two Assistant Engineers, two Sub-Assistant Engineers and ten technical assistants. Appointment of Assistant and Sub-Assistant Engineers may be made when necessary.

Appointment of Head Clerks for Narayanganj and Barisal Office.

145. There is no Head Clerk in the Office of the Executive Engineer, Narayanganj. There is also no Head Clerk, no Accountant in the office of the Executive Engineer, Barisal. Considering the work load in these offices, it is recommended that one Head Clerk may be appointed for the Narayanganj Executive Engineer's Office and one Head Clerk and one Accountant may be appointed for the Barisal Executive Engineer's Office.

146. The proposed organization chart of the Engineering Department has been given in Appendix 'J'.

Duties of the officers.

147. The following should be the duties of the Chief Engineer:

1. Overall responsibility of the Engineering Department.
2. Co-ordination and liaison with the Authority and Foreign Consultants and Experts.
3. General supervision and management of all waterways and ports work with the help of the Deputy, Chief Engineer (Eastern Zone) and Deputy Chief Engineer (Western Zone) respectively.
4. Attending conferences and meetings of the IWTA Advisory Body as well as the Authority itself as and when required.
5. Implementing the decisions of the Authority with the help of the Deputy Chief Engineers, so far as the Engineering Department is concerned.
6. Establishment and passing of bills.
7. IWTA Office Building.
8. Custody of confidential character rolls of all staff other than that of Class I Officers which will be maintained by the Secretary of the Authority.
9. Land acquisition matters concerning waterways and ports.
10. He will report to the Chairman.

148. The following should be the duties of the Deputy Chief Engineer—

1. Planning and design works for waterways and ports of his zone.
2. Collection, maintenance and issue of all maps and airphotos.
3. Co-ordination and liaison with NEDECO and other consultants as well as foreign experts of IWTA.
4. Liaison with the consultants and engineering section of other Government organization as well as autonomous bodies.
5. All research work relating to waterways and ports.
6. All feasibility studies by foreign as well as local consultants including the Engineering Department of the IWTA itself.
7. Hydrological data-collection, analysis and maintenance of all hydrological work.
8. Dredging works, purchase of dredgers including feasibility studies for dredgers.
9. General supervision of all developmental and maintenance, dredging and channel excavation as per Third Five-year Plan Programme.
10. Sanction of estimates, tender, comparative statements and work orders for original works concerning waterways and ports within his financial powers but above those of the Executive Engineers and passing of bills.
11. Other miscellaneous work as and when required by the Chief Engineer.
12. The Deputy Chief Engineer will report to the Chief Engineer.

149. *Executive Engineers*—The Executive Engineer is the head of the Field Division. Execution of development programme in a division largely depends on him. So he should clearly know his duties and responsibilities. As the head of a division his main duties and responsibilities should be as under—

1. Engineering and hydrographic survey and hydrographic investigations for the waterways and ports of a division.
2. Preparation of feasibility report for development of ports and waterways.
3. Execution, supervision and management of development work within his division.
4. proper utilisation of the allocation for all the work in his division. He should keep a close watch over the progress of work and expenditure with a view to seeing that no excess amount is spent on a work. If additional fund is necessary, he should apply for it.
5. Keeping accounts. He must see that the daily accounts are maintained regularly. He is responsible for correctness of original records of cash and stores, receipt and expenditure, complete vouchers and all other money receipts. Before submitting monthly accounts to the Head Office, he must carefully examine the cash books, registers, returns and other papers from which the monthly accounts are prepared. The Divisional Accountant is responsible to the Executive Engineer for correct compilation of the accounts.
6. With completion of a work, he will close the account of it and submit a completion report to the Head Office.
7. Collection of tolls and maintenance of records.
8. Any other work that may be assigned to him by the Head Office.

150. *Assistant Engineers*—In the present system of IWTA the Assistant Engineers are not given the chance to shoulder responsibilities and their services are not properly utilised. Assistant Engineers in the field division should have personal responsibilities and, in the better interest of work, they should be placed in charge of specific construction work as and when necessary.

151. Duties and responsibilities of Assistant Engineers should be as follows:

1. Design and preparation of plans, drawing and estimates as per instruction of Executive Engineers.
2. Direct supervision of survey work within the division.
3. Direct supervision of all construction work within the division as per instruction of Executive Engineers.
4. Taking and checking of measurement of all construction work within the division and preparation of bills.
5. Preparation of land acquisition plans for ports and waterways.
6. Supervision of the work of toll collectors.
7. Supervision of Gauges and Gauge Readers work.
8. Collection of hydrologic and soil data.
9. Disbursement of passed pay, travelling allowance and other bills of the staff under him.
10. Any other work that may be assigned to him by the Executive Engineer.

152. Sub-Assistant Engineers and Technical Assistants are the backbone of the field divisions. They should perform their duties under the direct supervision of Executive Engineers or Assistant Engineers as the case may be.

153. *Duties and responsibilities of Sub-Assistant Engineers and Technical Assistant should be as under—*

1. Direct supervision of all construction work as per instruction of the Engineer in charge of the work.
2. Carrying out engineering and hydrographic survey and collection of hydrological and other data as per instruction of the Executive or Assistant Engineer.
3. Taking measurement of work and recording the same in the measurement book and preparation of work bills.
4. Preparation of maps, plans, charts, etc.
5. Supervision of installation, shifting maintenance and repair of all pontoons and gangways as per instruction of the Executive Engineer.
6. Preparation of survey estimates as per guidance of Assistant Engineer or Executive Engineer.

Delegation of Financial and other Powers.

154. The following powers may be delegated to the Deputy Chief Engineer:

1. Approval of estimates of work, cost of which does not exceed Rs.2·00 lakhs each.
2. Additions and alterations including special repair of office buildings at a cost not exceeding Rs.50 thousand.
3. Additions and alterations including special repair of residential buildings at a cost not exceeding Rs.5 thousand.
4. Dismantling departmental buildings, sale of unserviceable building materials up to the value of Rs.20 thousands.
5. Sanction of purchase of tools and plants up to the value of Rs. 2 thousand.
6. Local purchase of stores for construction purposes, such as, bricks, cement, sand, timber, etc. up to Rs. 50 thousand.
7. Creation of work charged establishment—posts carrying emoluments up to Rs. 250 subject to the approval of the Chief Engineer.
8. Power regarding recurring and non-recurring contingent expenditure up to Rs. 150·00 and Rs.100·00 per year respectively.
9. Hiring of office accommodation—rent not exceeding Rs. 200·00 per month.
10. Hiring of godown—rent not exceeding Rs.100·00 per month.
11. Payment of bills of contractors up to the amount of Rs. 50 thousand.
12. Refund of earnest money and security deposit up to Rs. 25 thousand.
13. Censure, suspension, reduction in rank of pay, withholding of increment of sub-assistant engineers and class III employees.

155. The following powers may be delegated to the Executive Engineer:

1. Approval of estimates of works cost of which does not exceed Rs. 50 thousand.
2. Additions and alterations including special repair of office buildings at a cost not exceeding Rs.10 thousand.
3. Sale of unserviceable building materials up to the value of Rs. 5 thousand.
4. Ordinary repairs and maintenance of residential and non-residential buildings owned by EPIWTA up to Rs. 5 thousand.
5. Ordinary repairs and maintenance of lines, wires, tools and plants up to Rs. 1 thousand.
6. Local purchase of stores for construction purposes such as, bricks, cement, sand, timber, etc., up to Rs.10 thousand.
7. Creation of work charged establishment—posts carrying emoluments up to Rs. 100-00.
8. Power regarding recurring and non-recurring contingent expenditure up to Rs. 50-00 and Rs. 100-00 per year respectively.
9. Hiring of godown and office accommodation—rent not exceeding Rs. 50-00 per month.
10. Payment of bills of contractors upto the amount of Rs. 20 thousand.
11. Refund of earnest money and security deposit up to Rs. 5 thousand.
12. Transfer of Class III and IV employees within the division.
13. Censure, suspension, withholding of increment of class IV employees.

CHAPTER X

TRAFFIC DEPARTMENT

156. The Traffic Department undertakes traffic research for cheaper and easier movement of cargo and passengers, collects and publishes statistical data, analyses financial position of transport undertakings, and initiates economic studies relating to inland waterways transport. It is also responsible for publication of Province-wide time-and fare-tables, publication of freight rate schedules, allocation of routes to the operators and prescription of standards of comforts and facilities to be provided to the inland water traffic.

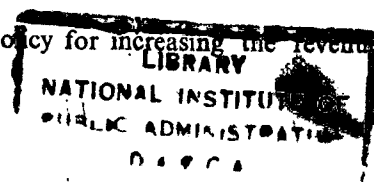
157. This Department is headed by a Chief Traffic Officer who is assisted by a Deputy Chief Traffic Officer. Four Traffic Officers, eight Assistant Traffic Officers and eleven Executive Assistants are attached to the Head Office. Eleven Class I Officers, thirteen Class II Officers, thirteen Class III and nineteen Class IV employees are attached to this Department. The organization chart of the Traffic Department is given in Appendix J (1).

158. The functions of the Traffic Department are as under—

- (i) Conduct traffic surveys to establish passenger and cargo requirements on the main rivers, feeder and creek routes.
- (ii) Develop the most economical facilities for passenger traffic to ensure comfort, safety and speed on mechanised craft.
- (iii) Fix maximum and minimum fares and freight rates for inland water transport on behalf of the Provincial Government as provided in section 54A of the Inland Mechanically Propelled Vessels Act, 1917.
- (iv) Approve time tables for passenger services.
- (v) Develop rural water transport by progressing of schemes for modernising and mechanising country craft.
- (vi) Ensure co-ordination of inland water transport with other forms of transport, with major sea ports, and with trade and agricultural interests for the optimum utilisation of the available transport capacity.
- (vii) Collection and interpretation of statistics on inland water transport pertaining to movement of passengers and cargo to and from the port areas under the bailiwick of the authority.
- (viii) Maintenance of transport library.

159. The main duties of the Traffic Officer, Planning, Project, Ports and Shipping are as under—

- (a) Development of inland water transport by progressing of schemes for modernisation and mechanisation of country boats.
- (b) Traffic survey for determination of passenger and cargo requirements on the main rivers, feeders and creek routes.
- (c) Processing of loan applications of IWT private sector.
- (d) Analysis of operational cost of transport.
- (e) Preparation of transport budget and formulation of fiscal policy for increasing the revenue of the Authority.



- (f) Research work and preparation of Five-Year Plan for rehabilitation and augmentation of IWTA fleets for passenger and cargo services.
- (g) Co-ordination in the matter of clearance of imports and exports at the major inland ports.

There are two Assistant Traffic Officers to assist the Traffic Officer, Planning, Project, Ports and Shipping. One deals with the matters relating to private sector and the other with the matters relating to public sector.

160. The main duties of the Traffic Officer, Rates, Research and Library are the following:—

- (a) Formation of basis of fare and freight.
- (b) Fixing up maxima and minima of fares and rates in accordance with Government decision.
- (c) Survey of operational cost.
- (d) Approval of fare tables.
- (e) Preparation and publication of Traffic Zonal maps and inland waterways maps.
- (f) Liaison with Pakistan Eastern Railways, Jute Board and others.
- (g) Maintenance of Traffic Library.
- (h) Tolls and taxes.
- (i) Investigation into complaints regarding fare and freight.

There are two Assistant Traffic Officers and one Executive Assistant to assist the Traffic Officer, Rates, Research and Library.

161. The main duties of the Traffic Officer, Passenger Services are as under—

- (a) Approval of time tables of passenger services.
- (b) Formulation of regulatory policy.
- (c) Analysis of inland water transport routes for simplification of transport system.
- (d) Adjudication of disputes of inter zonal nature.
- (e) Survey of passenger traffic densities for determination of frequency of services.
- (f) Recommendation for development of ports.
- (g) Development of procedure for defining routes and opening of new routes.
- (h) Co-ordination with zonal associations of launch operators.
- (i) Liaison with District Administration.
- (j) Investigation into public complaints about violation of approved timings by any operator.

The Traffic Officer of Passenger Services is assisted by three Assistant Traffic Officers and one Executive Assistant.

162. The main duties of the Traffic Officer, Statistics are the following:—

- (a) Compilation and analysis of statistics on traffic flows, fleet strength, waterways mileages, industries located in riverine areas, etc.
- (b) Calculation of performance, i.e., fleet utilisation statistics.
- (c) Conducting field survey for passenger traffic and cargo movements.

The Traffic Officer, Statistics, is assisted by an Assistant Traffic Officer and eight Executive Assistants. The Executive Assistants have to go out on tour for collecting data on cargo and passenger traffic. They also prepare various statements in connection with passenger and traffic movements.

163. An Executive Assistant is in charge of the Establishment. He reports directly to the Senior Deputy Traffic Officer.

164. *Assistant Traffic Officer, Khulna*—There is an Assistant Traffic Officer at Khulna. There are three Class III and two Class IV employees under him. His main duties are to collect data on passenger and cargo traffic to adjudicate disputes between passengers and launch operators, to co-ordinate with launch operators, to investigate into public complaints about violation of approved timings by operators, etc.

165. Reorganisation of the Traffic Department has been suggested in the next chapter.

CHAPTER XI

DIRECTORATE OF PORTS

166. The Directorate of Ports was created for the administration, control and operation of the inland river ports, control of labour, security measures, provision of port facilities, regulating movement and berthing of all vessels, framing of rules, bye-laws and preparation of schemes for development of inland river ports. This Directorate is headed by a Director who is assisted by a Senior Deputy Director, three Assistant Directors and one Officer on Special Duty are attached to the Headquarters. Under the Directorate, there are six Port Offices, namely, Dacca, Narayanganj, Chittagong, Chandpur, Barisal and Khulna. The organisation chart showing the existing set up of the Directorate is given in Appendix 'K'. The number of officers and staff in the Head Office and Port Offices has been shown in Appendix 'L'.

167. The Directorate performs the following functions:—

- (i) Administration, control and operation of the inland river ports, and launch landing stations involving matters relating to establishment, revenue collection, land lease and licences.
- (ii) Regulating movement and berthing of all vessels.
- (iii) Preparation of schemes for development of inland river ports and launch landing stations.
- (iv) Framing of Rules, Bye-laws and Regulations for the efficient administration of the Ports.
- (v) Co-ordination with other Departments of the Authority on all matters relating to Ports.

Dacca Port Office.

168. The Dacca Port Office was established in February, 1965. This office is headed by a Port Officer who is assisted by an Assistant Port Officer and an Executive Assistant. Three clerks, eleven Toll collectors, fifteen Toll guards, one serang, two peons, one night guard, fourteen pontoon attendants and one sweeper are attached to this office. The office is housed in a requisitioned building at Sadarghat.

169. *Duties and responsibilities of the Officers*—The Port Officer is in overall charge of the Port Office. He supervises the work of the subordinates. He is responsible for proper functioning of the Port Office. The Assistant Port Officer is in-charge of all operation work, toll collection and coaster movements. He attends the complaints from launch owners and the public regarding time-table, rates of fares and freights, etc. The Executive Assistant supervises the work of toll collectors and toll guards, office work of the staff and keeps liaison with the Dacca Municipal Committee, Dacca Collectorate, Launch Owners Association, D.I.T. and the Government. He looks after the sanitation, discipline and administration of the Dacca Port. He is responsible for repair of pontoons, jetties and providing berths to launches and coasters.

170. *Toll Collection Points*—There are four big and six small pontoons to provide facilities to the passengers. At present, there are six toll collection points, namely, Shyambazar, Badamtali and Ghat Nos. I to IV. Berthing charge for each launch is Rs.5.00 per day; cargo charge is .06 paisa per maund. Ghat charges for country boats vary from 0.25 paisa to Rs.2.00 per day. Berthing charge for coasters from Chittagong and other places is Rs.40.00 per day and coaster cargo charge is Rs.1.62 per ton. Food Department's cargo charge is Re.1.00 per ton.

171. *Procedure of Collection*—The toll guards keep watch on arrival of launches, boats and coasters. They inform the toll collectors as soon as a vessel touches the ghat. The toll collectors realise tolls on proper receipts which are prepared in triplicate—the original is given to the party, second copy is sent to the Directorate of Accounts and Finance and the third copy is retained in the port office. The toll collector submit statement of daily collection to the Port Officer.

172. *Revenue Earnings*—Collection is made in the shape of tolls, jetty charges, licence fees, coolie contract, coaster tolls, rent of canteens and shops, auction sale proceeds from ferry ghats, application fees for licence, etc. A sum of Rs.2,23,235.00 was collected in five months from March to July, 1965. Establishment and other costs for the same period amounted to Rs.20 thousand.

173. At present, three groups of toll collectors and toll guards work round the clock. Tolls are collected from a vast area from Postogola to Zinziraghat. For proper collection of tolls the number of toll collectors should be increased from 12 to 15. The Dacca Port is an important and busy inland river port. It requires constant supervision. It is suggested that one speed boat may be placed under the Port Officer to facilitate the work of supervision.

174. Proper cleaning of the port area is essential. The Port Officer should ensure that this is done regularly. If necessary, he should get additional staff for the purpose.

Narayanganj Port Office.

175. An Assistant Director of Ports is in-charge of this port office. Two clerks, seven toll collectors, seven toll guards, three crane drivers, nine pontoon attendants, nine jetty and buildings guards, one serang, one peon and one sweeper are attached to this office. The Assistant Director is in overall charge of the port administration, toll collection, operation of jetties and landing stages. He also keeps liaison with local administrative bodies, water transport operators and other agencies. The notified port area is from Demra to Madanganj along both sides of the river Lakhya, but the actual area handed over to the port authority starts from the co-operative land on the north to the mouth of Kashipur canal on the south (roughly one-third of the total area). Government handed over this area in 1961 and claimed half of the average of revenue income (about 65 thousand rupees) for 3 years

from 1959 to 1961. Unless the amount is paid, Government would not hand over the remaining two-thirds of the total port area. The port authority is not willing to pay this amount on the ground that Government did not do anything towards improvement of the port during that period. The EPIWTA may take up the matter for early settlement.

176. *Collection of Tolls*—Tolls are collected by seven toll collectors from 9 points of collection. Tolls are also collected by the Narayanganj Municipal Committee from 5 ferry points. This dual control over the foreshore area should be stopped. The authority should take up the matter with the Narayanganj Municipal Committee and the Government. In 1963-64, a sum of Rs.58,495·00 and in 1964-65, a sum of Rs.1,57,537·00 were collected as tolls. There is an unrecoverable outstanding of Rs.2,53,755·00 from private launch owners from 1959 to 1964. This is a pretty big amount. The port authority should take more interest in collection of tolls so that no arrear tolls are accumulated. To facilitate the work of collection, two more toll collectors may be appointed for this office. From the figures of collection noted above, it is clear that this office has to deal with a big amount of cash. But there is no accounts clerk in this office. It is suggested that one experienced Accounts Assistant may be posted to this office.

Chandpur Port Office.

177. An Assistant Director of Ports is in charge of this office. One clerk, one accounts clerk-cum-typist, five toll collectors, four toll guards, one serang, seven pontoon attendants, two khalasi, one peon, one night guard and one sweeper are attached to this office.

178. *Revenue Earnings*—Collection is made on account of tolls, coolie contract license fees, coaster charge, berthing charge, pontoon rent and application form fees. Total income for the year 1963-64 and 1964-65 was Rs.1,01,000·00 and Rs.1,21,000·00 respectively.

Barisal Port Office.

179. An Assistant Director of Ports is in charge of this port office. One clerk, one toll clerk, one typist, five toll collectors, six peon-cum-guard, one office peon, one barkandaz and eight pontoon attendants are attached to this office. The Assistant Director is responsible for promoting port facilities by providing pontoons and jetties, acquisition of land for port development work, assessment and collection of landing and berthing charges, management of coasters carrying foodgrains and other commodities, providing better facilities to EPSC coastal vessels, placement and supervision of pontoons at outlying stations and promoting better relations with people and launch operators for providing better facilities to passengers.

180. *Toll Collection Points*—There are three toll collection points at the following jetties:—

- (i) C.S.D. Food Jetty,
- (ii) EPSC Jetty and
- (iii) Ex-L.S.D. Jetty, Barisal.

181. There are other launch jetties which were so long leased out to the private parties by the Government. These jetties have been acquired by the Authority. Owners of 6 jetties surrendered their jetties to the Authority in April, 1965 and three pontoons have been placed by the Authority after removal of those jetties in December, 1965. Owners of the remaining three jetties have started cases which are pending in the Civil Court. Four pontoons have been placed at Kaokhali, Nalchity, Bakerganj and Jhalakati but no collection is made as the launch owners do not use these pontoons.

182. *Toll Collection*—In the year 1964-65, a sum of Rs.23,583·97 was collected on account of jetty and tolls from the country boats. Before June, 1965, mooring charge of the country boats was the only source of income. Food jetty and EPSC terminal have come into commission with effect from June, 1965. Realisation of berthing and landing charges from different operators commenced from early June, 1965. The earning of the port is gradually increasing. The earning will be more if the launch operators could be persuaded to use the pontoons placed for berthing facilities. At present, there is no rule to compel the launch operators to touch their launches to the pontoons. This point may be examined by the Authority and the R.W. and R.T. Department.

183. In some places, the launch owners use private wooden jetties and stages for landing. This is not safe. The launch owners should be persuaded to touch their launches at the pontoons. The route permit should clearly show the starting point, the point of destination as well as the different stations on the route where the vessels should touch. It should also be stated in the route permit that the launches should touch the pontoons where provided.

Chittagong Port Office.

184. A Deputy Director of Ports is in charge of the Chittagong Inland Port Office, Three Class II Officers namely, one stenographer and two Executive Assistants help the Deputy Director in carrying out his duties. The office staff includes one accounts clerk, one peon and one sweeper. The field staff consists of ten pontoon attendants.

185. The Port Office was established on 1st December 1964. The office has been accommodated in an area of 3,500 sft. of the Taher Chamber at a monthly rent of Rs.2,297·00 that is, Rs.27,564·00 per year. Only one-fifth of this area is actually being used for office accommodation. The present strength would justify only 500 sft. for accommodation of the port office. However, the office may expand in future. So, a space of 1000 sft only may be kept for office accommodation. This will save a large amount of the Authority now paid in the shape of rent.

186. The functions of the Chittagong Inland Port Office is different from those of other port offices. This office has to keep liaison with foreign going and coming ships and coaster operators Government and other agencies connected with movement of Government cargoes and to submit reports

on the movement of the ships and coasters to the Head Office. Following are the main functions of the Chittagong Port Office—

- (i) To look after coasters co-ordination work with the object of proper utilization of coasters for carriage of Government cargo, i.e., foodgrains, cement, machinery, etc. at inland ports in order to avoid detention to Deepsea Ships which may incur demurrage on Government Account.
- (ii) To keep a watch on daily state of Deepsea Ships at outer anchorage or port jetties carrying Government owned cargo.
- (iii) To maintain daily coasters position.
- (iv) To keep liaison between coasters operators, port, Government and Semi-Government agencies connected with movement of Government owned cargo to inland destinations from port or outer anchorage.
- (v) To keep statistics of the cargo handled by the coasters to inland destinations and other matters of interest.

187. The details of the work of this Port Office are given in Appendix 'M'.

188. To discharge the above functions, the Deputy Director requires the services of one typist and one peon in addition to the existing staff. So a typist and a peon may be appointed for this office immediately. Since quite a good number of reports are sent to various quarters from this office every day, it would be better to provide the Deputy Director with a Duplicator.

189. In the field of co-ordination, the Deputy Director has to cross the hurdle of the lighterage owners reluctance to accept the Government cargo because of the delay in receiving payments of their freight bills. The lighterage operators gladly accept a much lower rate than Rs.26.50 per ton fixed by the Government provided cash payment is made. In many cases, Government Departments have not been able to effect 100 per cent. payment of the freight bills within the prescribed period, despite their signing the model contract. The biggest defaulter, of course, is the EPWAPDA who have paid, as it appeared from the relevant documents, only 90 per cent. of some of the bills after two months though they received 100 per cent. outturn report. The EPIWTA may take up this matter with the Government Departments, EPWAPDA and others concerned so that no delay in making payment of bills occurs in future.

Khulna IWT A Port.

190. Khulna Port Office was opened on 15th November, 1963. This port is extended over 13½ miles from the north to the south along the river Bhairab. There are many mills, factories, trading houses, business centres, launch ghats, dockyards, jetties, etc. on both the banks of the river within the jurisdiction of the Khulna Port.

191. *Collection of Revenue*—Prior to the opening of port office, no licence fees, tolls, etc. were collected by EPIWTA. In 1964-65 a sum of Rs.4,51,285.00 was collected as tolls. The collection for the period from July, 1965 to January, 1966 amounted to Rs.1,04,478.00. It is expected that the annual revenue will be about Rs.30 lakhs when the port will be properly developed. There are about 400 licensees in the port area. The IWT operators in the initial stage were not willing to remove their jetties and structures. However, most of the unauthorised structures from the port development area have been removed with the help of District Administrative Authorities. Now, pontoons have been placed at Maheswarpasha and Khulna ghat area for Food Department and IWT operators.

192. *Chalna Port Traffic*—In addition to inland river traffic, Khulna Port is to handle most of the import and export commodities of Chalna Port. The development work of the Roosevelt Jetty has been taken up by the Chalna Port Authority at an estimated cost of Rs.3 crores and this jetty will be handed over to EPIWTA in due course.

193. At present, 8 toll collectors work in batches round the clock. The number of toll collectors is insufficient for the Khulna Port which has an area of 13½ miles long. It is, therefore, suggested that at least 6 more toll collectors may be posted to this port immediately. This will definitely help in earning more revenue.

• **Amalgamation of the Traffic Department with the Directorate of Ports.**

194. The Traffic Department deals with the subjects such as ports, shipping, planning, project, movement of cargo and passenger traffic, comport of the passengers, toll collection, clearance of imports and exports, investigation into complaints regarding fare, freight and time-tables, and the like. These subjects along with others are also dealt with by the Directorate of Ports. Since the Traffic Department and the Directorate of Ports have allied functions in many respects, it is proposed that they should be amalgamated together and known as the Directorate of Ports and Traffic. This will abolish the Department of Traffic with consequent reduction of the establishment cost. The number of officers of these two units at the Headquarters will be fewer than the present and there will be full co-ordination in the sphere of field activities.

195. The proposed re-organised set-up is shown in Appendix 'N'.

196. Consequent on the merger of Directorate of Ports and Traffic Department, there should be only one cadre with different categories of posts. There should be no distinction between the officers of the same category but the classification may be made in order of seniority attained by serving in the Authority. Promotion to the next higher category of post may be made on the basis of merit-cum-seniority. The Authority should take prompt and judicious action in this respect otherwise a feeling of rivalry and despondency may grow among officers and staff of the two Departments.

197. With the amalgamation of the two departments, it is expected that the field activities of the Authority will increase in respect of movement of passengers and cargoes. Port Officers and Assistant Port Officers will be in a better position to look after comfort and safety of passengers.

198. It is a common experience that the IWT Operators generally do not follow the traffic rules. The vessels are not built according to specifications and they are not properly surveyed. A vessel has to be served when the keel is laid, when the engine is fixed and when the superstructure is ready. All these three stages are important. But here in East Pakistan the vessels are designed and made by carpenters who have very little knowledge of designing. The designing should be done by naval architects. Wooden Hulls are primitive but more than 90 per cent. vessels of the IWT have wooden hulls. It is no wonder that the ill-designed vessels with wooden hulls spring a leak even when there is a minor accident and go down rapidly. It is recommended that the new vessels should be properly designed and should conform to standards strictly.

199. Generally the following irregularities are committed in the river traffic—

- (i) Overloading of launches beyond carrying capacities and there by endangering the lives and properties of the passengers.
- (ii) Plying of launches at night without light.
- (iii) Racing with other launches and crossing one another at a high speed.
- (iv) Employing crew having no valid certificate.
- (v) Violating the approved time-table.
- (vi) Plying without valid route permits, survey certificates, etc.

200. The following steps may be taken to enforce discipline in river traffic—

- (a) The number of passengers a launch is permitted to carry should be fixed after physical demonstration. The capacity of a launch should not only be written in the certificate but also in some conspicuous place of the vessel so that the passengers may know it. The approved time and fare tables should also be displayed on board the vessels.
- (b) Every passenger launch should have safety devices including life jackets.
- (c) The Port Offices should maintain vessels movement register to record arrival and departure of each vessel.
- (d) The Master/Serang of each launch should maintain a log showing date and time of arrival and departure of the launch, cause of delay, important events, etc.
- (e) The Port Officer of the Port where the journey commences from on a particular route should issue voyage certificates in duplicate to the Master/Serang of each launch. The Master/Serang of each launch should surrender the original certificate to the Port Office on arrival at the destination and get necessary endorsements made by the Port Office on the duplicate copy for records. These registers, certificates and logs will help in prosecuting the offenders not adhering to the time tables.
- (f) It is imperative to have port and river police to exercise control in port area and riverine routes to stop the lawlessness and to bring the offenders to book. Without this force, it will be a quite difficult job for the port staff to discharge the responsibility effectively. The Port Police may be placed under the control of local Superintendent of Police. The functions of the Port Police should be the same as that of the Railway Police.
- (g) Mobility is essential to carry out Patrolling and surprise check of the port area and river routes to enforce law and order. For this purpose, each port should have at least one speed boat for use by the police.
- (h) There should be arrangement for holding Mobile Court at Dacca, Narayanganj, Chandpur, Barisal, Jhalakati and Khulna and Assistant Port or Assistant Traffic Officers may accompany the Magistrate for routine and surprise checks against over-loading, overcharging, unauthorised plying etc. Under Section 58 of IMPV Act, 1917, the owners and masters of vessels are punishable with a fine which may extend to Rs.10.00 for every passenger over and above the number permitted.
- (i) The IWT Operators should be required by law to submit necessary document and records to EPIWTA for determining density of passenger/cargo traffic, operating cost, etc.
- (j) It should be mandatory on the operators to berth their vessels at EPIWTA Pontoons wherever provided.
- (k) The power of route control is vitally necessary for a systematic and well organized IWT Service. Under Section 54 (c) (i) and (ii) of IMPV Act, the Provincial Government is authorised to allocate the routes and to grant route permits and may appoint any person or authority to exercise the powers under the section. For the purpose of development of water routes, Government should see that no delay occurs in allocating the routes to the operators on recommendation of the Authority. The Government may also consider if the power of allocating routes may be delegated to the Authority.
- (l) EPIWTA should fix rates and fares of passenger launches. Under Section 54-A and 54-AA of IMPV Act, the Provincial Government is authorised to fix rates and fares of inland passenger launches. This power has been delegated to EPIWTA under Notification No. 6981-HT, dated 4th September 1959.
- (m) Port Rules should be made as early as possible. Unless and until the rules are published by Government the realisation of the port dues remains a matter of tact having no legal foundation.

CHAPTER XII

DIRECTORATE OF PURCHASE AND STORES

201. The Directorate of purchase and stores is to—

- (i) purchase all types of stores, stationery, machinery, spares, oil, fuel, lubricant, furniture, fittings, etc. from within or outside Pakistan, that may be required by the Authority;
- (ii) maintain stores;
- (iii) maintain records of all stores received and issued and the exercise of control over stores, both at Headquarters and at the Branches and Depots; and
- (iv) make physical verification of all or any stores situated at Headquarters Authority's Depots, outstations or EPIWTA vessels.

202. The Directorate of Purchases and Stores is headed by a Controller of Purchase and Stores. One Purchase and Store Officer, one Assistant Controller, one Assistant Store Officer, two Executive Assistants, 16 Class III and 20 Class IV employees are attached to this Directorate. The organization chart of the existing set-up is given in Appendix—N(1).

203. In the matter of making purchase of stores, the Directorate follows the policy and procedures laid down by the Authority as under—

Purchase policy.

- (i) All purchases shall be made through proper tenders or quotations and after obtaining requisite financial sanction.
- (ii) Financial sanction must be indicated on the purchase order otherwise the bill would not qualify for payment.
- (iii) Purchase over Rs.25,000·00 shall be made by calling open tender; purchase below Rs.25,000·00 but above Rs.500·00 may be made by calling quotations from Authority's Registered Suppliers. The tenders or quotations for purchase above Rs.1,000·00 shall be opened and considered by a Tender Committee, consisting of—
 - (a) one representative of the requisitioning Department,
 - (b) one representative of the Finance and Accounts Department, and
 - (c) one representative of the Purchase and Stores Directorate.

Purchase for an amount below Rs.1,000·00 may be cleared from the Directorate of Accounts and Finance. Purchase for an amount not exceeding Rs.500·00 for each order may be made by the Purchase Officer in a manner he considers most appropriate and in the best interest of the Authority.

- (iv) All Departments/Directorates shall submit a quarterly requisition for items of stores/stationery, etc. required by them in the subsequent quarter. Such requisitions should reach the purchase Officer by the end of the first week of the last month of each quarter. However, a requisition for purchase of stores may be submitted as and when required.
- (v) In cases of emergency, immediate requisition may be submitted by the Head of the Department/Directorate concerned. Such requisition shall be dealt with on a top priority basis. In an immediate requisition, the time, date and place where the stores should be made available should be clearly mentioned.

204. Purchase Procedure—

- (i) Whenever any item of stores is required by any Department/Directorate, a requisition in the prescribed form is submitted to the purchase officer.
- (ii) All requisitions are signed by the Head of the Department/Directorate or by any other officer to whom the power has been delegated. The Head of the Department assumes responsibility when he or his representative signs the requisition form. Detailed procedure may be seen in Appendix 'O'.

205. In the present procedure of purchase, each requisition is scrutinised, financial concurrence obtained from the Directorate of Accounts and Finance, tender invited, comparative statement prepared and the file referred to the Directorate of Accounts and Finance or the requisitioning department for approval of rates quoted by the suppliers. All these steps naturally consume considerable time. To improve the position, it is suggested that the purchase of stores should be made under three different categories, viz., (a) local purchase, (b) foreign purchase and (c) emergency local purchase. For local purchase, the Purchase Officer should obtain the total requirement of the Departments/Directorates every three months. In case of foreign purchase, the indent should be obtained every six months. The Head of the Department may have the powers to utilise the money allotted for purchase against each Department or Directorate so that the Purchase Officer may avoid delay which now occurs in getting the financial concurrence from the Directorate of Accounts and Finance. Whenever the allocated fund for purchase is not available, the Directorate of Accounts and Finance should intimate the position to the Heads of the Departments/Directorates and the purchase officer so that the latter may not submit any indent or place any purchase order. This will put a stop to unnecessary correspondence and movement of files between the purchase office and Directorate of Accounts and Finance or other Directorates/Departments. If necessary, financial powers may be delegated to heads of the Departments and Directorates in this respect. Emergent local purchase not exceeding Rs.500·00 may be made by requiring Department or Directorate under intimation to the Purchase Officer. All other purchases should be made with the approval of the Tender Committee. It is also suggested that if possible the proprietary items may be purchased from the manufacturers direct. Direct purchase will be cheaper and technical advice will be free of cost.

Verification of Stores.

206. The stores, equipments and furniture are not verified annually. All the properties belonging to the Authority should invariably be verified once a year preferably in the first part of July. This should be the duty of the purchase officer. Department or Directorate should also submit annual stock verification reports by the first part of July every year. The condition of tools, equipments, furniture, etc. should be noted in the verification report. The purchase office will arrange repair of damaged furniture, equipments, etc., and disposal of unserviceable stock. It should also see that each and every Department/ Directorate maintains a stock register of furniture, equipments, etc.

Disposal of Unserviceable Stores.

207. The Directorate has to write off the value of the obsolete and unserviceable stores and dispose of such stores occasionally. The following procedure is followed in such cases—

- (i) The Assistant Stores Officer/Store-keeper (where there is no stores officer) submits a statement of unserviceable or damaged or lost items of stores on the 31st March of every year. A copy of the statement is forwarded to the Directorate of Accounts and Finance.
- (ii) On receipt of such statement, the Purchase Officer arranges a meeting with the Director of Accounts and Finance who recommends to the Finance Member for authority to write off the cost of such stores and dispose of such unserviceable stores in a manner they consider it most appropriate.
- (iii) The Directorate of Accounts and Finance has authority to write off the value of stores not exceeding Rs.100.00. In other cases, the authority lies with the Finance Member.

208. It is suggested that the unserviceable stores may be sold in auction and the sale-proceeds be credited to the Authority Fund.

209. Policy and Procedure of Enlistment of Suppliers—

- (i) Details of terms and conditions for enlistment of suppliers are issued by the Purchase Officer from time to time.
- (ii) Normally, a supplier is enlisted for a period of twelve months from the 1st July to 30th June. However, the Authority reserves the right to remove, by refunding its deposits, any firm from its list of suppliers if the Directorate of Purchase becomes dissatisfied with the dealing of the firm. However, no such removal can be effected without the approval of the member in charge of the Directorate of Purchase.
- (iii) Before a firm is enlisted, the Purchase and Stores Officer satisfies himself that—
 - (a) the firm is a bonafide business concern,
 - (b) it is registered with Income Tax Authority,
 - (c) holds valid trade licence,
 - (d) it was not in the past black, listed by the Government or this or any other autonomous body, and
 - (e) its past dealing with this Authority was fair and honest.
- (iv) All applications received for enlistment are scrutinised and put up to a committee consisting of (a) the Secretary, (b) the Director of Accounts and Finance, and (c) the Purchase and Stores Officer for final approval.

210. The policy and procedures of enlistment of suppliers are sound and working well. Hence no change is suggested.

Re-organization of the Directorate.

211. The work of the purchase and stores section was looked after by the Deputy Secretary with the assistance of an Executive Assistant and two Lower Division Assistants till November, 1963. As the volume of purchase increased, a small unit was established with the appointment of a purchase and stores officer. In March, 1965, a Controller of Purchase and Stores was appointed and the purchase and stores section was turned into a Directorate. After a few months, the Controller left EPIWTA. A Purchase and Stores Officer is now in charge of this Directorate.

212. At the beginning, the Authority had to purchase all sorts of materials, equipments, furniture, motor vehicles, launches, navigational aids, etc. Even then the Directorate of Purchase was not created. Now, the Authority has been able to establish itself and it no longer requires to make bulky purchases. So the creation of a Directorate of Purchase at a huge expenditure at this stage is not at all justified. This Directorate should be abolished and one purchase and stores cell be opened and attached to the Secretariat. One Purchase and Stores Officer will be in charge of this cell and he will work under the direct control of the Secretary. He should be provided with two Executive Assistants, one store-keeper, two clerks, one typist, one peon, and two nightguards. The main functions of the purchase and stores. Cell will be—

- (i) procurement and distribution of stores;
- (ii) maintenance of accounts of stores;
- (iii) checking of bills of suppliers; and
- (iv) establishment matters.

213. The Purchase and Stores Officer has been burdened with the management of transport in addition to his normal duties. The duties of Transport Officer and those of Purchase Officer are not similar in nature. Management of transport may be given to one Assistant Secretary in the Secretariat. This will minimise the work load of the Purchase and Stores Officer who will find more time to give proper attention to his own work. Similarly, the duty of maintenance of IWTA Guest House should be taken away from the store-keeper and be given to an Executive Assistant in the Secretariat.

214. The re-organised set-up has been shown in the proposed organization chart of Secretariat in Appendix 'E'.

CHAPTER XIII

DIRECTORATE OF ACCOUNTS AND FINANCE

215. Under the EPIWTA Ordinance, the Authority has to submit its yearly budget to the Government for approval and to maintain complete and accurate books of accounts which have to be audited by the Accountant-General of East Pakistan. The Authority can also raise loans with the sanction of the Government. It has to generate its own finances for meeting its day-to-day expenditure and for its development schemes which are financed from loans from Government and foreign aid-giving agencies.

216. The revenue of the Authority for meeting maintenance expenditure is derived from conservancy and pilotage fees levied by the Authority, 50 per cent. of tolls on tonnage of registered craft and taxes on goods and passenger traffic on inland waterways, pilotage fees from Government launches and from conservancy and bandalling grants previously made to the Joint Steamer Companies for river conservancy and maintenance work. The expenditure on execution of development schemes is met out of loans from the Central Government through the Provincial Government and foreign loans from aid-giving agencies.

217. The Directorate of Accounts and Finance has the following functions—

- (i) Preparation of annual development and revenue budgets of the Authority showing estimated receipts and expenditure in respect of the next financial year.
- (ii) Maintenance of complete and accurate books of accounts.
- (iii) Cost analysis of the development schemes.
- (iv) Study of the financial problems of the Authority and making policy recommendations.

218. The number of officers and staff of the Directorate of Accounts and Finance is 98. Details of officers and staff have been shown in Appendix 'P'.

219. The organisation chart of the existing set-up is given in Appendix 'Q'.

220. At present this Directorate is divided into two branches, namely, Finance and Accounts. The Director is in overall charge of both the branches. One whole-time Member of Finance and Accounts is also attached to this Directorate. The Accounts Branch maintains all prescribed books of accounts and is responsible for all cash and cheque receipts and disbursements. The Finance Branch is responsible for preparation of annual revenue and development budgets, timely release of fund from the Provincial Government, financing of development projects, passing of bills of contractors, etc.

221. The duties and responsibilities of the officers of the Directorate of Accounts and Finance, as spelled out by the Authority are shown in Appendix 'R'.

Organizational Problems.

222. The financial management and accounting system need a thorough study by the Organisation and Method Unit of the Authority. The accounting system as prevalent does not seem to work satisfactorily. This is reflected from the facts that the statements on monthly expenditure on development projects under different heads cannot be supplied the figures in respect of development projects sometimes appear to vary, the Provident Fund Accounts have not yet been fully established. This state of affairs leads to delay in preparing, processing and making payment of bills including the bills of contractors, suppliers, etc. To obviate all these difficulties, an organizational change in the set up of this Directorate is necessary. With this organizational change, the functional responsibilities of officers will require refixing.

Re-organization of the Directorate.

223. For smooth and efficient working, the Directorate may be re-organised as suggested below—

The Directorate may have three branches, namely—

- (i) Finance,
- (ii) Accounts, and
- (iii) Internal Audit.

The Finance Branch should deal with preparation of annual revenue and development budgets and revision thereof, foreign loans, opening of letters of credit, release of funds from Government, cost analysis, reports for World Bank, scrutiny of financial implications of contracts, payment to consultants, imports, customs clearance, etc. The Accounts Branch should deal with all prescribed books of accounts, ledgers, provident fund accounts, foreign credit accounts, suspense accounts, all kinds of bills, cash and disbursement,

etc. The Internal Audit Branch will audit all the accounts of the Authority Fund, prepare internal audit statements, check all the books of accounts, verify cash, etc. It will also deal with audit queries, audit notes, financial irregularities, post audit of pilotage bills and arrange submission of the audit report prepared by the Accountant-General, East Pakistan to the Provincial Government.

224. The Directorate will be in overall charge of this Directorate. One Deputy Director may be in charge of each of the branches. Two Budget Officers and four Accounts Officers may work in the Finance and the Accounts Branches respectively. The Deputy Director of Audit, the Budget Officers and the Accounts Officers may be assisted by Executive Assistants. They should be provided with necessary staff support. The organisation chart of the proposed set up is given in Appendix 'S'.

Duties and Responsibilities.

225. The duties and responsibilities of the officers and the staff of the Directorate should be spelled out in details. A broad outline of the duties of the officers is given in Appendix 'T'.

Accounts Office, Khulna.

226. This office was started on the 1st September, 1965. An Assistant Accounts Officer is in charge of this office. One accounts clerk-cum-typist and one assistant cashier have been attached to this office. The Assistant Accounts Officer is responsible for the following functions—

- (i) Operation of Authority's Bank Accounts at Khulna.
- (ii) Drawing and disbursing function including passing of all bills (excluding work bills over Rs.1,000) concerning Engineering, Conservancy and Pilotage Department, Ports and Traffic Offices at Khulna.
- (iii) Collection of Authority's Revenue relating to Marine Salvage Unit and collection of Revenue for handling of food grains and accountal thereof.
- (iv) Collection of Conservancy toll revenue from the parties at Khulna.
- (v) Maintenance of personal ledgers in respect of Development Work, Conservancy and Pilotage Revenue, Port Revenue and Canal Revenue.
- (vi) Maintenance of personal ledger of officers and staff about 370 in number.
- (v) Preparation of monthly accounts and their submission to the Directorate of Accounts and Finance Dacca.

227. It has been observed that bills of about Rs.40 thousand are paid through this office every month. These are mainly pay bills of officers and staff. As the amount is not timely placed at the disposal of the Assistant Accounts Officer, the officers and the staff do not get their monthly salary in time. The Assistant Accounts Officer has to contract the Head office over phone or send telegrams for placing the fund at this disposal every month. This difficulty can easily be removed by placing the requisite fund at the disposal of the Assistant Accounts Officer every month at least 10 days before the date of payment.

228. This office has to prepare, check and pay the monthly salary bills, medical bills, Travelling Allowance bills, etc., of office and staff, keep their personal ledgers, maintain accounts of revenue collection make payment of petty work bills, prepare accounts of contributory provident fund, prepare monthly accounts and submit them to the Directorate of Finance at Dacca. Besides, this office has to go to the Bank every day for deposit of revenue and withdrawal of money. Considering the work load of this office, it is recommended that one type-knowing clerk may be posted to this office in addition to the existing staff.

Regional Accounts Office, Barisal.

229. One Regional Accounts Officer, one Assistant Accounts Officer, one Executive Assistant, nine clerks and three peons are attached to this office. Detailed functioning of this office has been given in chapter VIII. As the system of working in this office is working well, no change is suggested. •

CHAPTER XIV

DIRECTORATE OF PUBLIC RELATIONS AND LABOUR WELFARE

230. The main functions of the Directorate of Public Relations and Labour Welfare are—

- (i) publicity,
- (ii) press conference;
- (iii) liaison with local and foreign press, Provincial and Central Governments and with United Nations Agencies;
- (iv) labour welfare;
- (v) labour problems and implementation of labour laws, and;
- (vi) settlement of labour disputes.

231. Since the creation of the EPIWTA, the functions of this Directorate were being performed by the Secretariat. A fullfledged Directorate was, however, established in October, 1962 with a Directorate at its head and one Assistant Director of Public Relations, one Labour Welfare Officer and one Executive Assistant-cum-Cameraman. The organization chart of the existing set up of the Directorate is at Appendix 'U'.

Public Relations.

232. One Assistant Director and one Executive Assistant-cum-Cameraman deal with the public relations functions under the direct supervision of the Director. Their staff consists of two clerks, one typist and one peon. There is no other field officer or staff for the purpose of publicity. The medium of publicity is only the Press through which features and articles on EPIWTA are occasionally published. Sometimes, Press Conferences are arranged for the purpose of publicity.

233. This Directorate has no journal or periodical of its own through which the activities of the EPIWTA can be regularly and continuously flashed though the Authority has contemplation to publish such journals.

Labour Welfare.

234. The labourers of the EPIWTA include 1402 class IV floating personnel of the conservancy and pilotage department and 292 employees of the Marine Workshop, Barisal. Disputes of various nature concerning the labour personnel very often occur and the Labour Welfare Officer has to tackle them in accordance with the provisions of labour laws. This constitutes the major work of the Labour Welfare Officer. Besides, he has to submit periodical reports regarding labour problems to the Directorate of Labour, Government of East Pakistan and other agencies including I.L.O.

235. The functions and the activities of this Directorate, as stated above, clearly show that they do not justify the retention of an organisation of the status of a Directorate within the Authority. These functions, clearly fall in two categories, viz., Publicity and Labour Welfare. Two small units of organization each headed by an officer of the status of an Assistant Secretary under the general supervision and control of an Officer of the rank of Deputy Secretary may function well to cater to the needs of the Authority. It is, therefore, considered expedient to abolish the Directorate. A separate branch of the Secretariat should be created with the nomenclature of 'Public Relations and Labour Welfare Branch' in charge of a Deputy Secretary. This branch should be divided into two units, namely, Public Relations and Labour Welfare. The Public Relations Unit should be in charge of Public Relations Officer with an Executive Assistant-cum-Cameraman to assist him. The staff of this unit should consist of two clerks, one typist and one peon.

236. Publicity should be organized and carried out in a well planned manner. Activities of the Authority should be published in the local newspapers. This will enable the public to become familiar with the Authority and its achievements. Proper publicity will also earn the moral support of the public in the matter of acquisition of land for the development work of the Authority.

237. The Labour Welfare Unit should be in charge of a Labour Welfare Officer with a staff of one clerk-cum-typist and one peon. The Deputy Secretary should be provided with one stenographer and one orderly peon. He will be in overall charge of the Public Relations and Labour Welfare functions of the Authority and be responsible for proper supervision of publicity work as well as labour problems. He should be responsible for editing and publishing journals and periodicals flashing the activities of the Authority. He should also maintain relations with the Press, the Government and other agencies including I.L.O. (International Labour Organisation). The re-organised set up of this branch has been shown in the proposed organisation chart of the Secretariat, *vide* Appendix 'E'.

238. This arrangement will avoid unnecessary waste of manpower and ensure maximum utility of the services with minimum of effort and cost.

CHAPTER XV

DIRECTORATE OF PLANNING, RESEARCH, PROGRESS AND EVALUATION

239. The main functions of the Planning Cell are—

- (i) preparation of overall 5-year sectoral plans and schemes for inland water transport;
- (ii) preparation of schemes in P.C.I. and P.C. II forms;
- (iii) research work;
- (iv) evaluation and projection;
- (v) reporting of progress of individual schemes;
- (vi) preparation, collection and preservation of maps of economic importance for the purpose of inland water transport planning; and
- (vii) co-ordination and liaison with other departments or Directorates of the Authority, Planning Commission, Planning Department of the Government of East Pakistan and other Agencies.

240. With the abolition of the post of Director in April, 1965, the Directorate has been reduced to the status of a Planning Cell and merged with the Secretariat. The Planning Cell now consists of two Senior Research Officers, one Assistant Director, three Research Officers, two Assistant Research Officers, four Executive Assistants, nine class III and five class IV employees. All the Research Officers work in a group. Their duties and responsibilities are not clearly spelled out. The existing set up has been shown in Appendix 'V'. The organization chart shows that there is no clear line of communication in the present set up.

241. The Directorate had to appoint a number of Senior Research Officers, Research Officers and Assistant Research Officers for preparation and examination of schemes to be implemented under the Third Five Year Plan. Since the schemes to be taken up in the Third Five Year Plan have been approved and are being executed, the necessity for the Directorate is over. At present, the principal functions of the Planning Cell are evaluation, projection, co-ordination, reporting and research work. The Planning Cell should now work under the Secretariat under the nomenclature of 'Planning, Research, Development and Evaluation Cell'. This Cell should be placed in charge of one Senior Research Officer who should be provided with one stenographer and one orderly peon. He will supervise the work of the Research Officers and Assistant Research Officers. He will be responsible for proper functioning of the Cell. Two Research Officers and one Assistant Secretary should work under the Senior Research Officer. The Assistant Director's designation may be changed to Assistant Secretary and he may be placed in charge of (i) general administration and co-ordination, and (ii) preparation and submission of periodical reports and returns. Two Executive Assistants, two clerks, two typists and one peon should be attached to the Assistant Secretary. Research Officer I should be given the duties of (i) preparation of feasibility reports of schemes, and (ii) collection of data and preparation and preservation of maps of economic importance for the purpose of inland water transport planning. One Assistant Research Officer, one Executive Assistant, one typist, one clerk and one peon should be attached to the Research Officer I. The Assistant Research Officer should deal with the schemes prepared in P.C. I and P.C. II forms and other work in this connection. Research Officer II should be assigned the duties of (i) preparation of development programmes in advance, (ii) evaluation and projection of IWTA's schemes and (iii) preparation of research papers. One Assistant Research Officer, one Executive Assistant, one typist, one clerk and one peon should be attached to the Research Officer II. The Planning, Research, Development and Evaluation Cell will keep watch on the progress made under various schemes and prepare development schemes in advance for execution in the next 5-Year Plan. The proposed set up of the cell has been shown in the proposed organization chart of the Secretariat, *vide* Appendix 'E'. The posts of one senior Research Officer, one Research Officer, one clerk and two peons may be abolished and the post of one typist may be created. This arrangement will avoid unnecessary waste of manpower and ensure maximum utility of the services with minimum labour and cost.

CHAPTER XVI

PERSONNEL MANAGEMENT

242. While organization and methods are both of great importance in an office, they are not so essential as the management of personnel. Personnel management involves the management of human beings, which is a much more complex matter than the management of machines. The aim of personnel management is to make the best use of the employees in any office, a corporate enterprise, etc. It includes the finding of the right type of staff, their training, discipline and interest with a view to obtaining the maximum output from them. There can be no effective organization without efficient staff. Unless the men-on-the-job take intelligent interest in their work, the required efficiency cannot be achieved. Efficiency in any organization depends mainly on—

- (a) A sound recruitment policy and a set of recruitment rules,
- (b) Reasonable salary scales,
- (c) A well-devised programme of training, and
- (d) A good system of promotion.

243. *Recruitment Policy*—Generally, much care is not taken at the time of recruiting the employees. A sound recruitment policy and a well-devised set of recruitment rules which are free from prejudice, partiality and nepotism, can more or less ensure recruitment of talents to an organization. This is essential specially for a technical organisation as the specialised talents are very few in our country. To get the best out of the available resources, it is essential that the method of selection should be definite, well-known and free from the shortcomings which generally destroy the morals of the employees. In any process of recruitment two stages are involved—(a) creation of posts, and (b) selection of personnel and appointment.

244. The Chairman and the Members of EPIWTA are appointed by the Government. Recruitment of the rest of officers and staff are the responsibility of the Authority itself. Recruitment principles have been made under the EPIWTA Service Regulations, 1963, but no definite recruitment rules have yet been evolved by the Authority.

245. It is recommended that the Authority may frame rules for recruitment to its posts as early as possible. It should determine the various categories of posts, the number of posts in each category, the mode of recruitment and the appointing authority for each post. Selection and appointment of personnel should be made after determining actual requirement of specific job or post to be filled up and purely on the basis of merit. There is no denying the fact that in the past there was recruitment of some staff who are not only unable to perform their duties but also a regular source of headache to the administration. For recruitment, there should be standard written and oral examinations. Services of Employment Exchange may be utilised in the matter of recruitment of class III and class IV employees. In creating a post, the head of the department should prepare a paper giving justification for the post,

the description of the job, the proposed scale of pay, the nature of the tenure and the minimum qualifications required. Two Selection Committees may be formed—one for selection of Heads of Departments and Class I Officers, and the other for Classes II, III and IV officials. On the basis of the recommendations of the two selection committees, appointment to Class I posts and to those of Heads of Departments may be made by the Chairman and to all other classes of posts by the Secretary of the Authority. Workshop employees (class IV) may be appointed by the Engineer Superintendent subject to the approval of the Authority.

246. *Scales of Pay*—There is no doubt that good remuneration attracts talents in an organization, but that is not all. It is also necessary that the workers should like the job and find the management agreeable. A high salary is not necessarily an incentive to put forth the best effort. In order to maintain the standard of efficiency, the employees should be given reasonable scales of pay. It is, therefore, necessary for any organization to provide a rational salary structure for its officers and staff.

247. The existing salary structure of the Authority is given below—

Category.	Scale of pay.	Reach maximum in.
1. Heads of Departments/Directorates	Rs.2,000—75—2,150—100—2,250	3 years.
2. Deputy Chief Engineer, Deputy Chief Traffic Officer, Joint Director, Accounts, etc.	Rs.1,400—50—1,800	6 years.
3. C & P Superintendent, Senior Deputy Director of Ports, etc.	Rs.1,150—50—1,400	5 years.
4. Deputy Director of Accounts, Senior Research Officer, etc.	Rs.700—50—1,300	12 years.
5. Executive Engineers, Assistant C & P. Superintendent, Senior Hydrographers, etc.	Rs.700—50—1,150	9 years.
6. Port Officer, Traffic Officers	Rs.700—50—1,100	8 years.
7. Assistant Engineer, Assistant Port and Traffic Officers, Assistant Secretary, Assistant Directors of Accounts and Finance, Hydrographers, Research Officers, Private Secretary to Chairman, etc.	Rs.350—25—500—30—740—50—850	16 years.
8. Assistant Accounts Officers, Assistant Purchase Officers, etc.	Rs.275—25—750	19 years.
9. Executive Assistants, Stenographers, Junior Hydrographers, etc.	Rs.200—20—500	15 years.
10. Steno-typist, Technical Assistant, Surveyor, U. D. Assistants, etc.	Rs.150—15—300	10 years.
11. L. D. Assistants, Typist, etc.	Rs.100—10—200	10 years.
12. Drivers	Rs.100—10—150	5 years.
13. Class IV employees	Rs.40—2—85	22½ years.

248. Officers and staff are entitled to the usual Dearness Allowance and House Rent at varying rates in addition to their pay. Class III and Class IV employees are entitled to overtime allowances. All the employees are also entitled to conveyance allowances where circumstances so warrant at such rates as the Authority may determine from time to time. They are also entitled to medical facilities as admissible under the Rules of the Authority. In 1964-65, about rupees two lakhs were paid by the Authority as the price of medicine used by the employees.

249. It appears from the existing salary structure that the maximum in the scales are reached in from 3 years to 22½ years. There is no equity in the time of scales. This affects adversely the morale of all the employees both lucky and unlucky alike. Those who reach the ceiling in three years, will not get the financial incentives in the work any more. Then again, those who will have to work for 22½ years or so to get the maximum in the pay scale will naturally lose all incentives in the work. The unfortunate group of employees will be dissatisfied by comparing their lot with that of the fortunate ones. An officer getting the minimum of pay-scale will grow the idea in his mind that he is worth even more than he is receiving. This is not to be misconstrued as a recommendation for low salaries. Its actual import is that a well-paid employee drawing maximum pay may not continue to do better work for any more as he will find his future tiled in the same financial position. His dissatisfaction, on the other hand, will grow more and more with the increase of liability.

250. To remove these difficulties, classification and standardisation of office positions should be carefully made. Pay-scales should be spread at least over 15 years and employees should not reach the maximum in any scale without rendering service for a total period of 15 years in one or more scales. However the pay-scales of the Heads of the Departments/Directorates and their Deputies may cover a period of 6 to 8 years. Higher initial salary may be given to highly qualified and experienced employees at the time of appointment.

Training.

251. In our country, the value of training is often overlooked. There is hardly any job which does not require some training. Training gives workers fresh interest in their work, it increases their capacity for doing better things, it gives them pride in their work, increases their morale and gives them better chances of promotion. Training should be an integral part of the personnel management. With proper training an office worker will become faster and more accurate, his methods will be standardised by his training and he will usually require less supervision than otherwise.

252. There is no regular training programme at present for officers and staff of the Authority. The only training facilities are available in the shape of occasional offers of fellowships in foreign countries, made by the Government or aid-giving countries. It is by such means that the Authority has been able to train some of its officers in foreign countries.

253. At present, there is no arrangement for in-service training. For in-service training in technical fields, clear provision should be made in the contract deeds with consultant firms and with suppliers of machinery and equipment. Such training should be imparted upto the level where the trained personnel will be able to run the whole work without further assistance of the foreign experts. To discharge its responsibilities properly, the Authority has to develop a capable staff both in technical and non-technical fields and this can only be done if a well-planned training programme is introduced on a continuing basis. The need for training on the administrative side is also important. Officers and staff require to be trained, for instance, in account keeping, project preparation, evaluation, record management, forms design and control, personnel management simplification of procedures, etc. There should, therefore, be a training programme in the administrative field also. The Authority may arrange the training programme with the Director of the Gazetted Officers Training Academy, Dacca.

254. On an examination of the academic qualification, experience and background of officers and staff of the Authority, it is found that some of its posts have been filled with under-qualified persons. It is, therefore, suggested that at the time of appointment of employees in future the Authority should examine the suitability of the employees in relation to the responsibilities of the posts and their pay-scales, and take steps to fill the posts with persons of requisite qualification and experience.

System of Promotion.

255. Promotion is an important aspect of personnel management and it keeps morale of employees at a high level. It is a part of the recruitment programme of an organization. There should be a fixed quota of higher posts to be filled by promotion. Sometimes, it happens that none of the staff is suitable for promotion and this is due to the selection of under-qualified personnel and absence of proper training programme. The Authority may have a written policy on promotion. The policy on promotion may be such that no employee is promoted until he has become duly qualified either by experience of examination or by both. Again, no employee should be promoted until he has trained a junior employee to perform his own job. If there is a laid-down policy, it will assist the Authority and at the same time encourage the staff who know what is expected of them if they wish to be promoted. There are advantages both in promoting staff from within and in recruiting staff from outside. It should be borne in mind that if bad promotions are made, or if too many outside appointments take place, morale of the employees may be upset. The test of sound personnel policy is to see whether the best persons are appointed, whether it be from inside or outside an organization.

256. For the system of promotion to work properly, two things are necessary (i) a rational method of assessment of performance, and (ii) proper system of selection. For assessment of performance the Authority has devised a confidential Report Form. As for the system of selection, no clear method has been devised so far. It is suggested that the Selection Committees may act as the Promotion Committees for the relevant grades.

Policy and General Establishment Matters.

257. Personnel management and establishment matters may be dealt with in the Secretariat. Cases for disciplinary action against the officers and the staff may be initiated by the Departments and referred to the Secretariat for disposal. The Departments may hold preliminary inquiry into such cases and report their findings to the Secretariat for final orders. The Secretariat may dispose of the disciplinary cases after thorough inquiry according to rules. Cases of casual leaves may be dealt with by the Departments. But the cases of earned and other leaves should be dealt in the Secretariat. The organization policy may also be left with the Secretariat.

Organization and Method Units.

258. To achieve rapid economic progress, an organization should look to the efficiency and economy which are the significant factors of an administration. The present organization of EPIWTA came into existence about 7 years ago. At the beginning, it had to make a modest start. Since then, it has been expanding gradually giving rise to the volume of work and problems related to the Administration. So there should be a permanent machinery which will work with independent, unbiased and objective outlook for solution of the administrative problems. This machinery will make a continuous job analysis, simplification of system and procedures, staff review, forms design and control and deal with problems of filing, recording, office layout, etc., connected with the administration.

259. It is suggested that an Organization and Method Unit may be established in the Secretariat and one trained Organization and Method Officer of the rank and status of Deputy Secretary be appointed. The Organisation and Method Officer should work under direct control of the Chairman and he should be given necessary staff support to assist him in discharging his duties. Till the appointment of an Organization and Method Officer, the present Deputy Secretary, who has training abroad in Organization and Method Course, may do the work of the Organization and Method Officer in addition to his own duties.

CHAPTER XVII

MANNUAL OF PROCEDURES

260. The organization of the East Pakistan Inland Water Transport Authority is big enough and its activities are quite complex and varied in nature. Survey of inland waterways, ports, launch landing stages, country boats, passengers cargo and traffic, preparation of schemes, processing of schemes with the Government, arrangement of funds, purchase of materials, entering into contracts with foreign consultants and experts, installation of navigational aids, execution and evaluation of schemes, collection of tolls and pilotage fees, publicity, accounting, dealing with labour problems, etc., require a series of activities which are different from one another. If these activities are not performed systematically, implementation of schemes will be delayed and more complications will creep in. Sometimes, the officers, specially the new recruits, find it difficult to solve the problems in absence of well-defined procedures. There being no written office procedures, workable procedures evolve with a particular officer or a set of officers. With the departure of that officer, the office has to re-adjust itself to systems and procedures of working introduced by the new officer. Changing office procedure off and on in this way causes delay in implementing the schemes. It also causes dislocation of routine work. To remove these difficulties, the Authority should prepare a Manual of Procedures incorporating the regulations, rules, standing instructions, detailed procedures, proformas, etc., for performing its various activities in the Head Office as well as in the field offices. Codification of regulations, rules, orders, etc., in the form of a manual will serve as a valuable guide to the officers and staff of the Authority and provide basic material for training of new entrants. Sufficient number of copies of the manual should be supplied to all Departments and Directorates at the Headquarters and the field offices. The manual should be kept upto date. The work of preparation of the manual may be given to the proposed Organization and Method Unit who will consult all the heads of the Departments/Directorates and subordinate officers and staff while preparing the Manual.

CHAPTER XVIII

DELEGATION OF POWERS

261. In the existing system, the heads of the Departments and Directorates are burdened with the entire responsibilities of taking decisions, implementation of schemes and other functions of the Authority. This over centralisation results in considerable waste of their time and energy which could be utilised more effectively for the betterment of the Authority. Such centralisation of powers causes delay in implementation of development schemes as the officers at the lower levels cannot act independently even in cases of emergency. It also makes the officers at lower levels feel free from obligations which deteriorates the morale of officers to a great extent. At the initial stages, it was possible for the heads of Departments/Directorates to take all the burden on their shoulders, but with the increase in responsibilities in the Third Plan Period, such a centralised system will not work smoothly and efficiently.

262. For effective administration and better result, powers and responsibilities should be delegated to subordinate officers by written orders. The delegation of powers should be clearly defined so that each major activity can be assigned to a person who will be held responsible for achieving the desired result. It is risky to delegate powers to subordinates without a proper plan. The delegation of powers may be made in the following manner —

- (i) A comprehensive list of all major activities of a Department/Directorate may be prepared. The nature of powers required at different levels to perform those activities may be indicated in the list.
- (ii) A list of officers who will be made responsible for performing those activities may be prepared. Integrity of these officers may be specially considered.
- (iii) The extent of powers which can be delegated to the subordinate officers may be decided.

263. The written orders for delegation of powers may contain the following points —

- (a) Name of the work.
- (b) Nature of power.
- (c) Name of the Officer to whom delegated.
- (d) Extent of power delegated.
- (e) Instructions, if any.

264. If the powers are delegated in the manner described above, the responsibilities at each level will be clearly known to the officers concerned and it will not be necessary for them to seek guidance of the head of the Departments/Directorates in petty matters. The subordinate Officers will then take pride in their performances and will be able to develop themselves to shoulder greater responsibilities like planning, designing, evaluating, controlling, etc.

CHAPTER XIX

CONTRACT WITH FOREIGN FIRMS AND CONSULTANTS.

265. At present, the execution and operation of schemes of the Authority for development work are done in three different ways, namely, (i) by officers and staff of the Authority, (ii) by foreign consultant firms on the basis of contracts with the Authority, and (iii) by associating foreign consultants with the personnel of the Authority. Besides, two foreign firms, viz., NEDECO and Maierform Naval Architects and Engineers, and some foreign experts are working in the Hydrographic Section, Electronic Section and Marine Workshop. Generally, the execution and operation of schemes are done by the officers and technicians of the Authority. But this is possible only in respect of the simpler projects not involving high technical skills. In case of bigger schemes, such as establishment of Electronic Stations, preparation of EPIWTA Master Plan, where technical skills are required for the installation and operation of special machinery, it is necessary to take the help of foreign experts.

266. The policy and the manner of engaging foreign experts need careful review in the light of the following —

Before selecting a foreign firm, the Authority may consider the possibility of engaging a Pakistani Firm of repute having experience in the line.

- (ii) If foreign experts are engaged, the Authority may associate with them its own officers and staff who will get a chance to learn the technique of handling machinery and other instruments that are necessary for execution and operation of a particular scheme. Positive efforts may be made to develop skills in the officers and the staff of the Authority.
- (iii) In case of a scheme financed by an aid giving agency, the officers of the Authority may be associated with the experts working under that agency.

267. For employment of foreign firms and experts for installation of highly technical machinery and equipment, the Authority has to enter into contracts with the foreign firms and experts. Negotiation of contract with foreign firms and experts is a very intricate matter because a contract deed is a legal document having far-reaching implications. If this document is not drafted carefully, it may cause injury not only to the Authority but to the country as a whole. Utmost care should be taken in negotiating contracts and drawing up contract deeds. A contract deed should contain an adequate description of the scope of activity under the contract and the things required to be done by the contracting firms or experts should be clearly specified. Provisions regarding arbitration, penalties, etc., should find place in the deeds, otherwise many difficulties may crop out afterwards. The Legal Adviser should examine every contract deed and give a certificate to the effect that the deed has been correctly prepared and that it does not contain anything detrimental to the interest of the Authority. The EPIWTA is not authorised to enter into any contract with consultant firms, etc., without prior approval of the Government, *vide* Government of East Pakistan letter No. 406-(100)/FA-1., dated 15th July, 1964. Contracts in the form of letters issued by one party and accepted by the other should always be avoided. Whatever may be the purpose of the contract, the document should be prepared in a regular form indicating the parties to the contract, details of activity, responsibility of the parties, payment, penalty, arbitration in case of failure of contract, termination, etc.

268. All contracts for consultant services in construction, installation and operation made with any firm, Pakistani or foreign, must provide for on-the-job training programmes which should clearly spell out the purpose, scope and nature of training to be imparted specifying, *inter alia*, (a) the total number of employees to be trained, (b) the jobs in which training should be given, and (c) the duration of the training. In each contract, it should be clearly stipulated that the training of Pakistani Workers should be up to the stage where they are capable of taking over from their foreign counterparts without detriment to the rate of production and the efficiency of machinery and equipment.

CHAPTER XX

SUMMARY OF RECOMMENDATIONS

Organization of EPIWTA.

1. Existence of separate Directorates of (i) Purchase and Stores, (ii) Planning, Research, Progress and Evaluation, and (iii) Public Relations and Labour Welfare is not justified. These three Directorates may be abolished and their functions may be brought under the Secretariat (para. 68 and 75).

2. The Directorate of Ports and the Traffic Department have allied functions and as such, they may be merged together (para. 68 and 194).

Secretariat.

3. The internal administration and working system of the Secretariat is not sound and logical. For the sake of better administration, the officers of equal rank and status may be placed in charge of each section in the Secretariat (para. 73).

4. Officers of the same category and position should report to the Officer of higher echelon having equal rank and position. The Executive Assistants should report to the Assistant Secretaries who, in turn, should report to the Deputy Secretary (para. 73).

5. The good services of the Legal Adviser may be utilised in execution of contracts with experts consultants, contractors and in other legal matters (para. 74).

6. The management of Transport and Security and Intelligence work may be brought under the Secretariat (paras 75 and 92).

Consevrancey and Pitotage Department.

7. Bamboo poles used for marking of waterways are stolen away by the villagers. Plastic poles may be used instead of bamboo poles for marking (Para. 83).

8. One more lower division clerk may be appointed for the office of the Conservancy and Pilotage Superintendent, Eastern Delta Section, Chittagong.

9. The EPIWTA should have a dredger of its own (para. 86).

10. The Chain Commander of the Decca Chain Radio Location system should be transferred to the Master Station at Chandpur to associate him with construction and fitting work (para. 88).

11. The Electronic Officer, Dacca-II (Narayanganj) should be transferred to the Marine Workshop, Barisal. where there will be a big electronic set up (para. 88).

12. The pay bills of the crew may be prepared by the 15th of every month. The Authority may also fix certain pay-stations where the crew may get their pay (para. 89).

13. There should be a Government Naval Architect for East Pakistan, who should be the authority to accord permission for construction of mechanically propelled inland water vessels (para. 90).

14. Pakistan has no water rules of its own. Government should frame water rules of its own to remove the present inconveniences and save foreign currency now paid in the shape of registration fee, etc. (para. 91).

15. One Senior Hydrographer should be attached to the Headquarters and one Senior Hydrographer should be attached to each of the five sections, viz., Eastern Delta, Western Delta, Sylhet, Ganjam and Central Sections, Junior Hydrographers should also be posted to these sections. It is no good to keep all these technical hands attached to the Headquarters (para. 93).

16. If necessary, more qualified Hydrographers may be recruited (para. 94).

Marine Workshop, Barisal.

17. The Engineer Superintendent has full executive responsibility for the maintenance and operation of the Barisal Marine Workshop. But there is uncertainty as to his administrative and financial jurisdiction which does not allow for optimum utilisation of resources. To remove this difficulty, the administrative and financial powers (enumerated in paragraph 100) may be delegated to the Engineer Superintendent (para. 99).

18. The purchase of stores may be divided into three categories (a) local purchase, (b) for foreign purchase and (c) emergency local purchase.

For local purchase, the indent should be submitted every three months to the purchase section. The head of the C. & P. Department may be given the powers to utilise the money allotted against the workshop on the recommendation of the Engineer Superintendent so that the purchase officer may avoid the delay which occurs now in getting the financial concurrence for the items required by the workshop.

For foreign purchase, the indent should be sent every six months. A stock of spare parts may be kept ready for use when required.

The Engineer Superintendent may have powers to purchase materials locally costing not more than Rs.25.00. For emergent local purchase, he may exercise this power up to a limit of Rs.500.00 (para. 102).

• 19. The proprietary items may be purchased from the manufacturers direct. Direct purchase will be cheaper and technical advice will be available free of cost (para.103).

20. In cases where it is not possible to indicate the head of accounts of purchase, the articles may be purchased under head "Miscellaneous—Workshop Suspense Account" and final adjustment may be made once a year (para, 104.)

21. When a purchase order is placed by the Chief Engineer, C. & P. Department, Dacca, the Barisal Marine Workshop (the consignee) should be informed of the position so that the latter may expect arrival of the stores indented (para, 105.)

22. To minimise the labour unrest, the workshop labourers may be treated as Industrial Labourers (para. 106).

23. Matriculate boys are found unfit to be technicians in the workshop. Pay scale of the technicians may be raised to attract I.Sc. passed boys (para. 107).

24. In absence of sufficient number of qualified and experienced supervisory staff, the quality of work and the quantity of production of the workshop could not be up to the mark. Four posts of Senior Foreman may be sanctioned for the workshop (para. 108).

- ✓ 25. A repair yard of adequate size may be constructed as soon as possible (para. 109).
- ✓ 26. Provision should be made for a stand-by power station in the workshop (para. 110).
- ✓ 27. A boundary wall should be constructed for the workshop immediately (para. 111).

Engineering Department.

28. Where the work of construction is taken up under supervision of Messrs. NEDECO or other firms or contractors, the local EPIWTA Engineers should be attached to them so that the EPIWTA Engineers may simultaneously learn, inspect and check the work. One Representative Engineer of foreign firms may also stay at the site for proper supervision of the work (para. 138).

29. The officers and staff of Engineering Department should have clear-cut assignments with delegation of powers commensurate with responsibilities (para. 139).

30. The working of the Engineering Department should not be bifurcated into two—one responsible for development and maintenance of waterways and another for ports as under contemplation of the Engineering Department. One Executive Engineer should be placed in charge of both waterways and ports so that he may work for all round development of navigational aids within the division (paras. 140 and 143).

31. The East Pakistan Waterways may be divided into two zones Eastern Zone and Western Zone. One Deputy Chief Engineer may be in charge of each zone. The Officers at Headquarters look to the general administration and they inspect and check the field work. The Chief Engineer and the Deputy Chief Engineers may perform the duties at Head Office. The posts of the Additional Chief Engineer and the Senior Engineer may be abolished. So many high officials at the Headquarters make the Department top heavy and retard progress of work in the field (para. 140).

32. The two zones of the East Pakistan Waterways may be divided into divisions. The Eastern Zone may be divided into three divisions, viz., Dacca, Narayanganj and Chandpur. The Western Zone may be divided into three divisions, viz., Sirajganj, Barisal and Khulna (paras. 141 and 142).

33. In each divisional office there should be one Executive Engineer, two Assistant Engineers, two Sub-Assistant Engineers and ten Technical Assistants. Appointment of Assistant and Sub-Assistant Engineers may be made when necessary (para. 144).

34. There is no Head Clerk in the office of the Executive Engineer, Narayanganj. There is also no Head Clerk and no Accountant in the office of the Executive Engineer, Barisal. Considering the work load in these offices, one Head Clerk may be appointed for Narayanganj Divisional Office and one Head Clerk and one Accountant may be appointed for Barisal Divisional Office (para. 145).

35. The Chief Engineer may perform the duties as enumerated in para. 147.

36. The Deputy Chief Engineer may perform the duties as enumerated in para. 148.

37. Execution of development programme in a division largely depends on Executive Engineer. So he should clearly know his duties and responsibilities. He should perform his duties as enumerated in para. 149.

38. Assistant Engineers in the field division should have personal responsibilities and, in the better interest of work, they should be placed in charge of specific construction work as and when necessary (para. 150).

39. The Assistant Engineers should perform the duties as enumerated in para. 151.

40. Sub-Assistant Engineers and Technical Assistants should perform their duties under direct supervision of Executive Engineers or Assistant Engineers as the case may be (paras 152 and 153).

41. Financial and other powers may be delegated to the Deputy Chief Engineer and the Executive Engineer (paras. 154 and 155).

Directorate of Ports.

42. For collection of tolls from a vast area from Postogola to Zinziraghat, the number of toll collectors should be increased from 12 to 15 (para. 173).

43. One Speed Boat may be placed at the disposal of the Port Officer, Dacca to facilitate the work of supervision (para. 173).

✓ 44. The Port Officer should ensure proper cleaning of the port area regularly. If necessary, he may get additional staff for the purpose (para. 174).

45. The EPIWTA got possession of one-third of the notified port area at Narayanganj. The Authority may take up the matter with Government so that it may get possession of the remaining two-thirds of the total port area (para 175).

✓ 46. In the matter of collection of tolls, dual control is exercised by the EPIWTA and the Narayanganj Municipal Committee at Narayanganj Port. This dual control over the foreshore area should be stopped. The Authority may take up the matter with the Narayanganj Municipal Committee (para. 176).

47. To facilitate the work of toll collection, two more toll collectors may be appointed for Narayanganj Port Office in addition to existing seven toll collectors. One experienced Accounts Clerk may also be posted to this office (para. 176).

48. The launch owners should be persuaded to touch their launches at the pontoons placed for berthing facilities. The route permit should clearly show the starting points, the point of destination as well as the different stations on the route where the vessels should touch. It should also be stated in the route permit that the launches should touch at the pontoons where provided. At present, there is no rule to compel the launch operators to touch their launches to the pontoons. The point may be examined by the Authority and the R.W. & R.T. Department (paras. 182 and 183).

49. The port office of the Authority at Chittagong has been accommodated in an area of 3500 sft. of the Taher Chamber at a monthly rent of Rs.2,279-00, that is Rs.27,564-00 per year but only one-fifth of this area is actually being used for office accommodation. The present strength would justify utmost 500 sft. for accommodation of the port office. However, the office may expand in future. So, a space of 1,000 sft. may be kept for office accommodation. This will save a large amount of the Authority now paid in the shape of rent (para. 185).

50. A Typist and a peon may be appointed for Chittagong Port Office in addition to the existing staff. The Deputy Director of Ports, Chittagong may be provided with a Duplicator (para. 188).

51. The lighterage owners are reluctant to accept the Government cargoes because of the delay in receiving payment of their freight bills. They gladly accept a much lower rate provided cash payment is made. The EPIWTA may take up this matter with the Government Departments, EPWAPDA and others concerned so that no delay in making payment of bills occurs (para. 189).

52. Six more toll collectors may be posted to the Khulna Port in addition to the existing eight toll collectors (para. 193).

53. Since the Traffic Department and the Directorate of Ports have allied functions in many respects they may be amalgamated together and known as the Directorate of Ports and Traffic. This will abolish the Department of Traffic with consequent reduction of the establishment cost. The number of officers of these two units at the Headquarters will be fewer than the present and there will be full co-ordination in the sphere of field activities (para. 194).

54. Consequent on the merger of Directorate of Ports and Traffic Department, there should be only one cadre with different categories of posts. Promotion to the next higher category of post may be made on the basis of merit-cum-seniority. The Authority should take prompt and judicious action in preparing the gradation list otherwise a feeling of rivalry and despondency may grow among officers and staff of the two Departments (para. 196).

55. Launches should be properly designed and should conform to standards strictly (para. 198).

56. To remove the irregularities committed by the launch operators and to enforce discipline in river-traffic, the following steps may be taken—

(i) The number of passengers a launch is permitted to carry should be fixed after physical demonstration. The capacity of a launch should be written in some conspicuous place of the vessel. The approved time and fare-tables should also be displayed on board the vessel.

(ii) Every passenger launch should have safety devices.

(iii) The Port Offices should maintain vessels movement register to record arrival and departure of each vessel.

(iv) The Master or Serang of each launch should maintain a log book showing date and time of arrival and departure of the launch, cause of delay, important events, etc.

(v) The system of issuing voyage certificates may be introduced.

(vi) Port and River Police may be appointed and placed under the control of local Superintendent of Police. Their function will be the same as that of the Railway Police.

(vii) Each port should have one speed boat for use by the police.

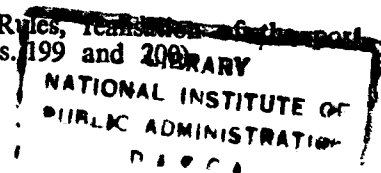
(viii) To check over-loading, over-charging, unauthorised plying, arrangement should be made for holding Mobile Court at Dacca, Narayanganj, Chandpur, Barisal, Jhalakati, Khulna, and other important launch stations.

(ix) The launch operators should be required by law to submit necessary documents and records to EPIWTA for determining density of passenger and cargo traffic, operating cost, etc.

(x) Government may consider if the power of allocating of routes to the EPIWTA operators may be delegated to the Authority.

(xi) The Authority may fix rates and fares of passenger launches as the power has been delegated to EPIWTA.

(xii) Port Rules should be made as early as possible. Without Port Rules, regulation of the port dues remains a matter of tact having no legal foundation (paras. 199 and 200).



Directorate of Purchase and Stores.

✓ 57. For local purchase, the Purchase Officer should obtain the total requirement of the Departments/Directorates every three months. In case of foreign purchase the indent should be obtained every six months (para. 205).

58. The Heads of the Departments/Directorates may be delegated the powers to utilise the money allotted for purchase against each Department or Directorate so that the Purchase Officer may avoid delay which now occurs in getting the financial concurrence. Whenever the allocated fund for purchase is not available, the Directorate of Accounts and Finance should intimate the position to the Heads of the Departments/Directorates. This will put a stop to unnecessary correspondence and movement of files (para. 205).

✓ 59. Emergent local purchase not exceeding Rs.500.00 may be made by requiring Department/Directorate under intimation to the Purchase Officer (para. 205).

60. Stores, equipments and furniture belonging to the Authority should be verified once a year preferably in the first part of July (para 206).

61. The Purchase Officer will arrange repair of damaged furniture, etc, and disposal of unserviceable stock. He should also see that each and every Department/Directorate maintains a stock register of furniture, equipments, etc. (para, 206).

62. The unserviceable stores may be sold in auction and the sale-proceeds be credited to the Authority fund (para. 208).

✓ 63. The Directorate of Purchase may be abolished and one Purchase and Stores Cell be opened and attached to the Secretariat (para. 212).

64. Management of transport may be taken away from the Purchase Officer and given to one Assistant Secretary in the Secretariat. Maintenance of EPIWTA Guest House should also be taken away from the store-keeper and given to an Executive Assistant in the Secretariat (para. 213).

Directorate of Accounts and Finance.

65. The financial management and accounting system should be thoroughly studied by the O. & M. Unit of the Authority (para. 222).

66. The Directorate may have three branches, viz., Finance, Accounts and Internal Audit. One Deputy Director may be in charge of each of the branches. Two Budget Officers and four Accounts Officers may work in the Finance and the Accounts branches respectively. They should be assisted by Executive Assistants and be provided with necessary staff support (paras. 223 and 224).

67. The duties and responsibilities of the Officers and the staff should be spelled out in detail (para. 225).

68. Requisite fund for payment of salary of the Officers and the staff attached to Khulna Office may be placed at the disposal of the Assistant Accounts Officer every month at least 10 days before the date of payment (para. 227).

69. Considering the work-load of the Khulna Accounts Office, one type-knowing clerk may be posted there in addition to the existing staff.

Directorate of Public Relations and Labour Welfare.

✓ 70. The functions and the activities of the Directorate of Public Relations and Labour Welfare do not justify its retention. The Directorates may be abolished and a separate branch of the Secretariat may be created with the nomenclature of 'Public Relations and Labour Welfare Branch' in charge of a Deputy Secretary (para. 235).

✓ 71. Publicity should be organised and carried out in a well planned manner. This will enable people to become familiar with the Authority and its activities (para. 236).

Directorate of Planning, Research, Progress and Evaluation.

72. This Directorates has since been abolished and a Planning Cell created in the Secretariat. The Cell may be now manned by one Senior Research Officer, two Research Officers, two Assistant Research Officers, one Assistant Secretary, one stenographer, four Executive Assistants, four clerks, four typists and four peons (para. 241).

✓ 73. The posts of one Senior Research Officer, one Research Officer, one clerk and two peons may be abolished and the post of one typist may be created (para. 241).

✓ 74. The Planning Cell should keep watch on the progress made under various schemes and prepare development schemes in advance for execution in the next 5-years plan (para. 241).

Personnel Management.

75. To get the best out of the available human resources the method of selection of personnel should be definite, well-known and free from the shortcomings which generally destroy the morale of the employees (para. 243).
76. The Authority has made the EPIWTA Service Regulations, 1963 but it has no recruitment rules. It may now frame the rules for recruitment to its posts (para. 245).
77. The Authority should determine the various categories of posts, the number of posts in each category, the mode of recruitment and the appointing authority for each post (para. 245).
78. Selection and appointment of personnel should be made after determining actual requirement of specific job or the post to be filled up ~~and~~ purely on the basis of merit (para. 245).
79. For recruitment, there should be standard written and oral examinations (para. 245).
80. Service of Employment Exchange may be utilised in the matter of recruitment of class III and class IV employees (para. 245).
81. In creating a post, the Head of a Department should prepare a paper giving justification for the post, description of the job, proposed scale of pay, nature of the tenure and minimum qualifications required (para. 245).
82. Two Selection Committees may be formed—One for selection of Heads of Departments and Class I Officers, and another for Class II, III and IV officials. On the basis of the recommendations of the two selection committees, appointment to Class I posts and to those of Heads of Departments may be made by the Chairman and to all other classes of posts by the Secretary of the Authority. Workshop employees (class IV) may be appointed by the Engineer Superintendent subjects to the approval of the Authority (para. 245).
83. The structure of pay-scale should be rational (para. 249).
84. Pay-scales should be spread at least over 15 years and employees should not reach maximum in any scale without rendering service for a total period of 15 years in one or more scales. The pay-scales of the Heads of the Department/Directorates and their Deputies may cover a period of 6 to 8 years. Higher initial salary may be given to highly qualified and experienced employees only at the time of appointment (para. 250).
85. Training should be an integral part of personnel management. Arrangement should be made for in-service training in technical fields as well as in general administration. For training in technical fields clear provision should be made in the contract deeds made with consultant firms, experts, etc. The Authority may arrange the training programme in general administration with the Director of the Gazetted Officers Training Academy, Dacca (paras 251 to 253).
86. At the time of appointment of employees, the Authority should examine the suitability of the employees in relation to the responsibilities of the posts and their pay-scales, and take steps to fill the posts, with persons of requisite qualification and experience (para. 254).
87. The Authority may have a written policy on promotion. No employee should be promoted until he has become duly qualified either by experience or examination or by both. No employee should be promoted until he has trained a junior employees to perform his own job. The Selection Committees may act as the Promotion Committees for the relevant grades (paras. 255 and 256).
88. Personnel managements and establishment matters may be dealt with in the Secretariat. The organization policy may also be left with the Secretariat (para. 257).
89. Cases of disciplinary action against the officers and the staff may be initiated by the Departments and referred to the Secretariat for disposal (para. 257).
90. To achieve rapid economic progress, an organization should look to the efficiency and economy which are the significant factors of an administration. There should be a permanent machinery which will work with independent, unbiased and objective outlook for solution of the administrative problems. An Organisation and Method Unit may be established in the Secretariat and one trained Organisation and Method Officer of the rank and status of Deputy Secretary be appointed. Till the appointment of an Organization and Method Officer, the present Deputy Secretary may do the work in addition to his own duties (para. 259).

Manual of Procedure.

91. The Authority should prepare a Manual of Procedures incorporating the regulations, rules, standing instructions, detailed procedures, proformas, etc., for performing its various activities in the Head Office as well as in the field offices (para. 260).
92. Sufficient number of copies of the Manual should be supplied to all Departments and Directorates at the Headquarters and the field offices (para. 260).
93. The work of preparations of the Manual may be given to the proposed Organization and Method Unit (para. 260).

Delegation of Powers

94. For effective administration and better result, powers and responsibilities should be delegated to subordinate officers by written orders (para. 262).

95. The delegation of powers should be clearly defined so that each major activity can be assigned to a person who will be held responsible for achieving the desired result (para. 262).

96. Delegation of powers to subordinates should be made with a proper plan. (paras 262 and 263).

Contract with Foreign Firms and Consultants.

97. Before selecting a foreign firm, the Authority may consider the possibility of engaging a Pakistani Firm of repute having experience in the line (para. 276).

98. The Authority may associate with Foreign Experts its own officers and staff who will get a chance to learn the technique of handling machinery and other instruments (para. 266).

99. Positive efforts may be made to develop skill in the officers and the staff of the Authority (para. 266).

100. In case of a scheme financed by an aid giving agency, the officers of the Authority may be associated with the experts working under that agency (para. 266).

101. Utmost care should be taken in negotiating contracts and drawing up contract deed. A contract deed should contain an adequate description of the scope of activity. The work required to be done by the contracting firm or experts should be clearly specified in the deed (para. 267).

102. The Legal Advisor should examine every contract deed and give a certificate to the effect that the deed has been correctly prepared and that it does not contain anything detrimental to the interest of the Authority (para. 267).

103. The contract deed should be prepared in a regular form indicating the parties to the contract, details of activity, responsibility of the parties, payment, penalty, termination, arbitration, etc. (para. 267).

104. All contracts for consultant services must provide for on-the-job training programme which should clearly spell out the purpose, scope and nature of training to be imparted specifying, *inter alia*,—

- (a) the total number of employees to be trained,
- (b) the jobs in which training should be given. and
- (c) the duration of the training (para. 268).

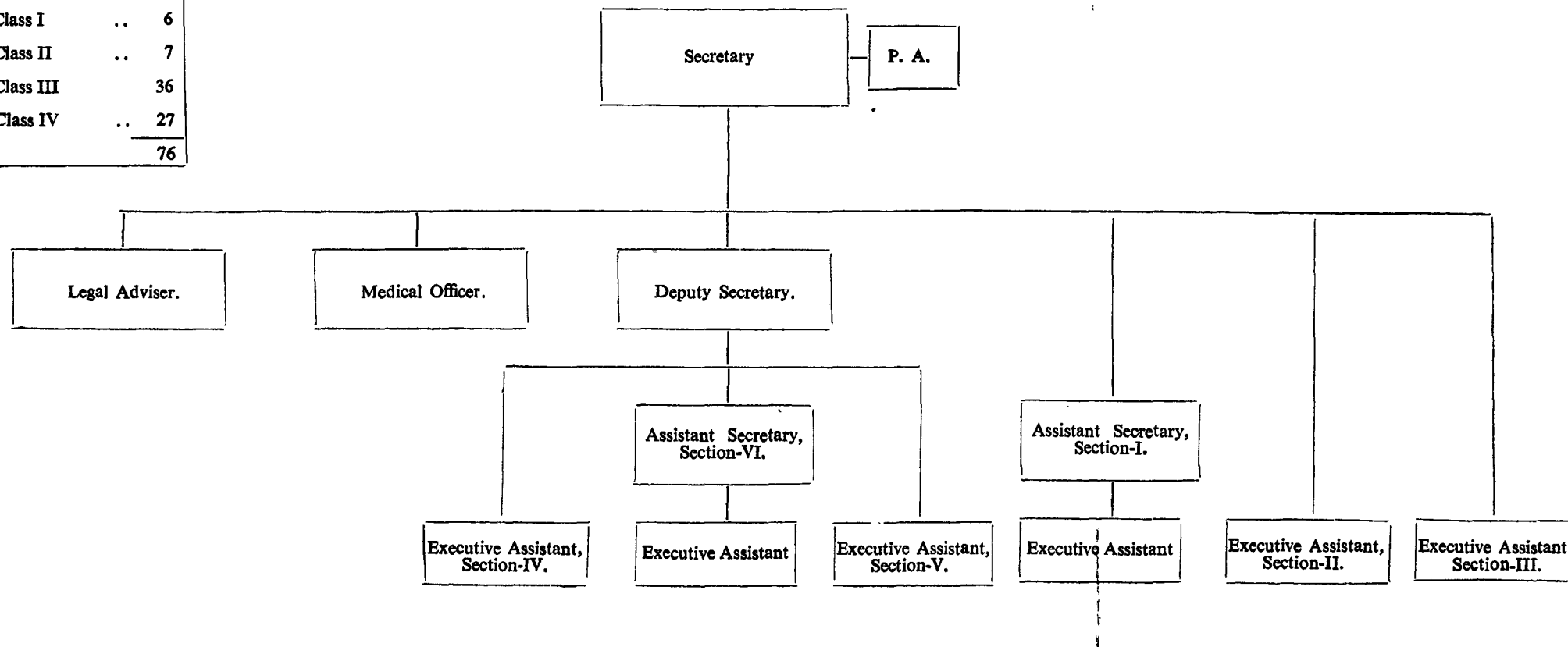
105. In every contract it should be clearly stipulated that the training of Pakistani workers should be up to the stage where they are capable of taking over from their foreign counter-parts without detriment to the rate of production and the efficiency of machinery and equipment (para. 268).

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

SECRETARIAT

Organization Chart (Existing)

Personnel:		
Class I	..	6
Class II	..	7
Class III		36
Class IV	..	27
		<hr/>
		76



APPENDIX D

(Para. 71)

Officers and staff attached to the Secretariat.	Page.
<i>Class—I</i>	
Secretary -- --	1
Deputy Secretary -- --	1
Legal Adviser -- --	1
Medical Officer -- --	1
Assistant Secretary -- --	2
<i>Class—II.</i>	
P.A. to Secretary -- --	1
Executive Assistant -- --	16
<i>Class—III.</i>	
Steno-typist -- --	2
Assistant -- --	4
L.D. clerk -- --	15
Typist -- --	8
Receptionist -- --	1
Telephone operators -- --	2
Gestenter operator -- --	1
Supervisor -- --	1
Electrician -- --	2
<i>Class—IV</i>	
Peon, guard, sweeper, etc.	27
	<hr/> 76

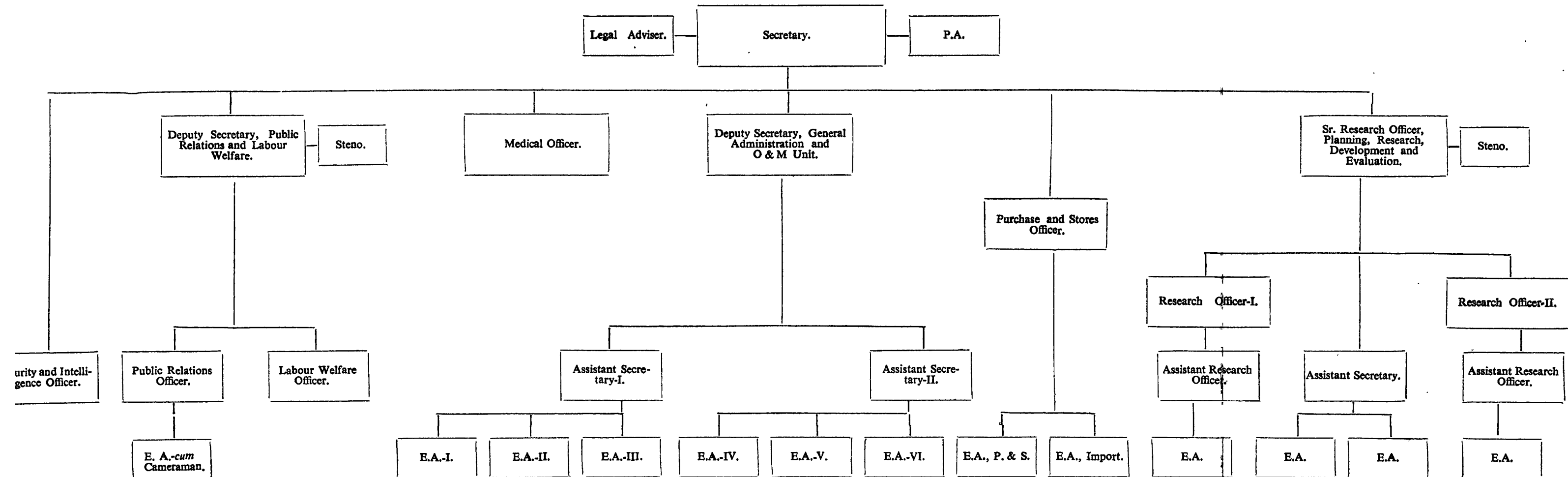
EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

SECRETARIAT

APPENDIX 'E'

(Paras 76, 214, 237, 241)

Organization Chart (Proposed)



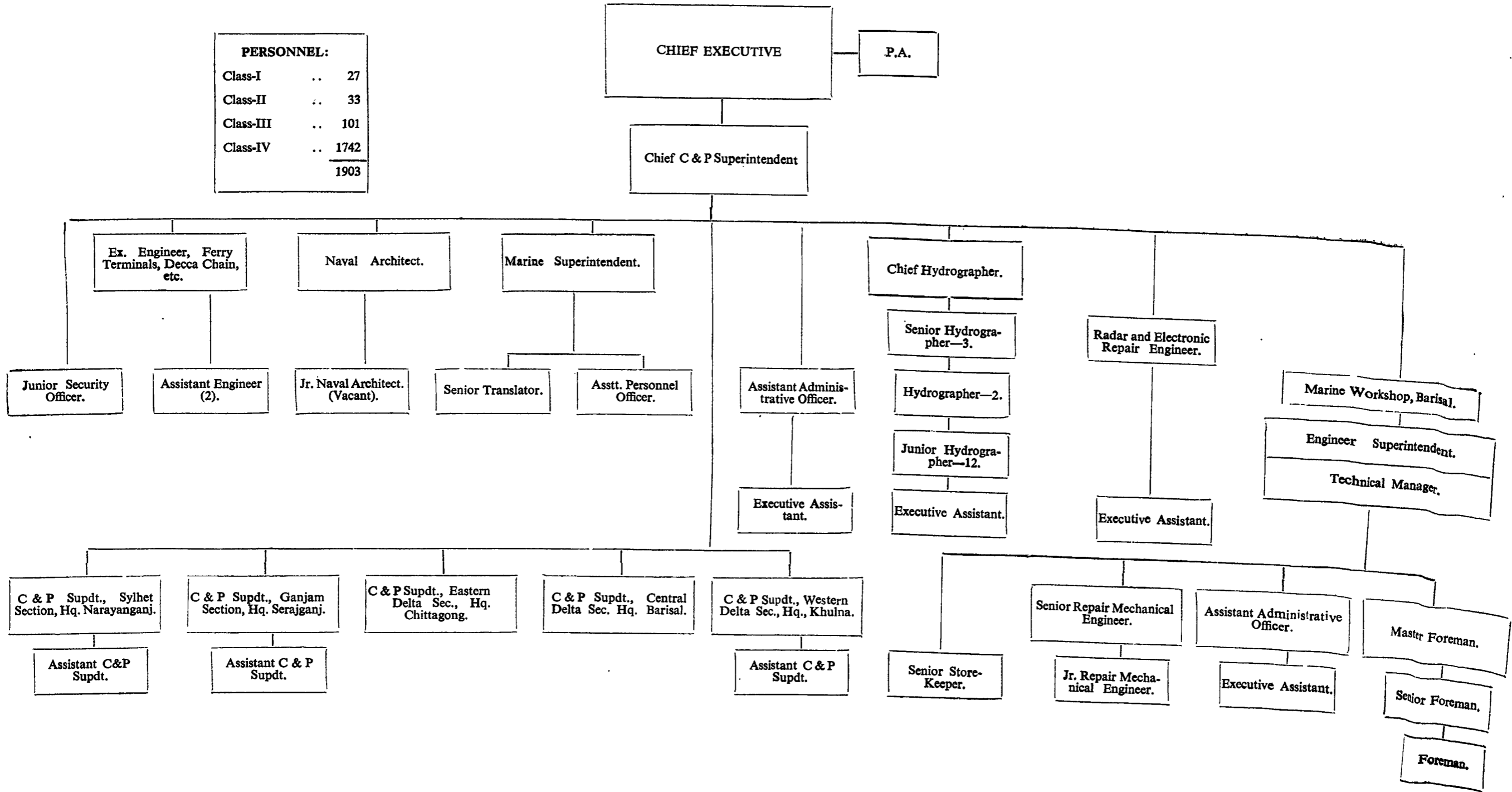
Legend—
E.A.—Executive Assistant.

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

CONSERVANCY AND PILOTAGE DEPARTMENT

APPENDIX F
(Para-80)

Organization Chart (Existing)



PERSONNEL:		
Class-I	..	27
Class-II	..	33
Class-III	..	101
Class-IV	..	1742
		1903

APPENDIX G

(Para. 80)

Officers and staff attached to C and P Department.**Head office:***Class I—*

Chief Executive ..	1
Chief C&P Superintendent ...	1
Marine Superintendent ...	1
Naval Architect ..	1
Executive Engineer ...	1
R&E.R. Engineer ...	1
Chief Hydrographer ...	1
Asstt. Engineer ...	2
Senior Hydrographer ...	3
Hydrographer ..	2

Class II—

Asstt. Administrative Officer ...	1
Asstt. Personal Officer ...	1
Junior Hydrographer ...	12
Junior Security Officer ...	1
Senior Translator ...	1
Executive Assistant ...	3
P.A. to Chief Executive ...	1
Steno ..	2

Class III—

Head Clerk, Ferry Terminals ...	1
Divisional Accountant ...	1
Senior Draftsman ...	1
Draftsman ...	2
Tech. Assistant ...	2
Clerk ..	13
Typist ..	5
Tracer ..	11
Electrician ...	1
V.H.F.R. Tele. Supervisor ...	1
Wireless Operator ...	1
Receptionist ...	1

Class IV—

Driver ...	3
Peon, Orderly and Daftry ...	13
Canteen peon ...	1
Leadsman ...	15
Nightguard ...	3
Sweeper ...	2

IWTA-Fleet Personnel:

1. Ist Class Master ...	5
2. 2nd Class Master ...	18
3. Licensed Driver ...	2
4. 1st Class Driver ...	24
5. 2nd Class Driver ...	6
6. Greaser ...	43
7. Sucunny ...	19
8. Lascar... ...	19
9. Bhandari ...	21
10. Officers Cook ...	16

11. Sweeper ...	18
12. Steward ...	1
13. Tindel ...	2
14. Qr. Master ..	2
15. Buson ...	1
16. Cassab ...	1
17. Wireless Supervisor ...	1
18. Wireless Operator ...	1
19. Cadet ...	2
20. Driver ..	1
21. Lines man ...	1
22. Compressor attendant ...	1

14—Pontoons Personnel—

23. Pontoon Greaser ...	1
24. Pontoon Lascar ...	30
25. Pontoon Sweeper ...	4
Total ...	401

Narayanganj office (Sylhet Section):*Class I—*

C&P Superintendent ...	1
Asstt. C&P Superintendent ..	1 (vacant)

Class III—

Cashier ...	1
Clerk ...	2
Typist ...	1

*Class IV—**Office Staff:*

Ghat Pilot ...	1
Peon ...	1
Sweeper ...	1

Permanent Floating Staff:

Pontoon Attendants..	18
Crew at Koakhali ..	9
Crew, Silver Staff ...	2

Permanent Field Staff:

Permanent Pilots ...	40
----------------------	----

Regular Temporary Field Staff:

Regular Pilots ...	24
Marking men ...	51
Lightmen ...	50
Beat Dandy ...	7
Aga Apprentice ...	1
Signal Men ...	2

Seasonal Field Staff:

Seasonal Pilots ...	15
Seasonal Marking men ...	6
Seasonal Lightmen ...	15
Seasonal Beat Dandy ...	1
Iron Marks Labourers ...	33
Bandalling Labourers ...	72
Total ...	355

APPENDIX G—Contd.

Serajganj office (Ganjam Section):

Class I—

C&P Superintendent	..	1
Asstt. Cashier		1
Asstt. C&P Superintendent	..	1

Class II (Office Staff):

Clerk	..	1
Typist	..	1
Aga Apprentice	..	1

Class III (Field Staff):

Pilot Inspectors	..	4
------------------	----	---

Class IV (Office Staff):

Ghat Pilot	..	1
Peon	..	1
Arm Guard	..	1

Class IV (Field Staff):

Head Pilots	..	9
Pilot	..	124
Marking dinghi crew	..	81
Lightmen	..	99
Total	..	326

Chittagong Office (Eastern Delta Section):

Class I—

C&P Superintendent	..	1
--------------------	----	---

Class III—

Clerk	..	3
-------	----	---

Class IV—

Peon	..	2
Sweeper	..	1
Mali	..	1
Darwan	..	1

Class IV (Floating staff):

Master Pilots	..	12
Pilot	..	6
Manjhi	..	4
Dandy	..	17
Lightmen	..	23
Total	..	71

Chandpur (Head Quarter at Barisal) office
(Central Delta section):

Class I—

C&P Superintendent	..	1
--------------------	----	---

Class III—

Clerk-cum-Typist	..	1
Aga Apprentice	..	1

Class IV—

Pilot Inspector	..	1
Head Pilot	..	5
Pilot	..	58
Peon	..	1
Manjhi	..	11
Dandy	..	21
Lightmen	..	54
Marking dinghee	..	9

Retainer:

Doctor (Chandpur)	..	1
-------------------	----	---

IWTA—Abeda:

Under C.D. Section:

Master	..	1
Driver	..	1
Sukani	..	1
Greaser	..	2
Lascar	..	3
Officers' Cook	..	1
Bhandari	..	1
Sweeper	..	1
Total	..	175

Khulna Office (Western Delta Section):

Class I—

C&P Superintendent	..	1
Asstt. C&P Superintendent	..	1

Class III (Office Staff)—

Clerks	..	3
--------	----	---

Class IV (Office Staff)—

Peon	..	3
------	----	---

Class III (Field Staff)—

Telephone Operator (Gabkhali)	..	3
Telephone Operator (Koakhali)	..	3
Relieving Telephone Operator	..	1

Class IV (Field staff)—

Head Pilots	..	5
Pilots	..	57
Markmen	..	31
Signalars	..	39
Lightmen	..	55
Aga Apprentice	..	1
Launch Staff	..	11
Bungalow staff	..	3
Total	..	217

APPENDIX G—Contd.

EPIWTA—Pathfindern, Barisal:

Class I—

Captain	--	1
---------------	----	---

Class II—

Cadet	--	1
Wireless Supervisor ..	--	1

Class IV—

Master	--	1
Driver	--	2
Buson	--	2
Diver	--	1
Tindel	--	2
Quarter Master	--	2
Cassel	--	1
Lascar	--	5
Linesmen	--	1
Compressor Attendant ..	--	1
Greaser	--	3
Steward	--	1
Officers' cook	--	2
Bhandari	--	2
Sweeper	--	1

Total ..		<u>30</u>
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EPIWTA—Marine Workshop, Barisal:

Class I—

Engineer Superintendent ..	--	1
Technical Manager ..	--	1
Senior Repair M. Engineer ..	--	1
Asstt. Administrative Officer ..	--	1

Class II—

Junior Repair M. Engineer ..	--	1
Senior Store-keeper ..	--	1
Executive Assistant ..	--	3
Doctor (Retainer) ..	--	1
Master Foreman ..	--	1
Senior Foreman ..	--	1
Foreman ..	--	1

Class III—

Assistant	--	5
Store-keeper	--	1

Steno-typist	--	1
U.D. Assistant	--	9
Compounder-cum-Dresser ..	--	1
Jetty Sarker	--	1

Class IV—

Writer (T.L.)	--	1
Peon	--	5

Workshop Regular:

Master Technician	--	1
Sr. Chargehand	--	1
Chargehand	--	5
Sr. operatives	--	5
Crane Operator	--	1
Patent Maker	--	1
Draftsman	--	1
Operatives	--	28
Wireless Operator	--	2
Apprentice	--	6
T. Helper	--	6
Crane Helper	--	1

Watch and Ward, Sweeper and Mali:

Inspector	--	1
Sergeant	--	1
Havilder	--	2
Darwan	--	11
Darwan	--	9
Mali	--	3
Mali	--	6
Sweeper	--	4
Sweeper	--	5
Cook	--	1
Darwan-cum-Fire Fighter ..	--	1
Extra Temporary Employees ..	--	70

Casual:

Trade Helper	--	14
Trade Labour	--	30
G.L. (Experienced)	--	49
Trainee	--	27

Total ..		<u>329</u>
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Total Employees of the Department ..		<u>1,903</u>
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G 2823

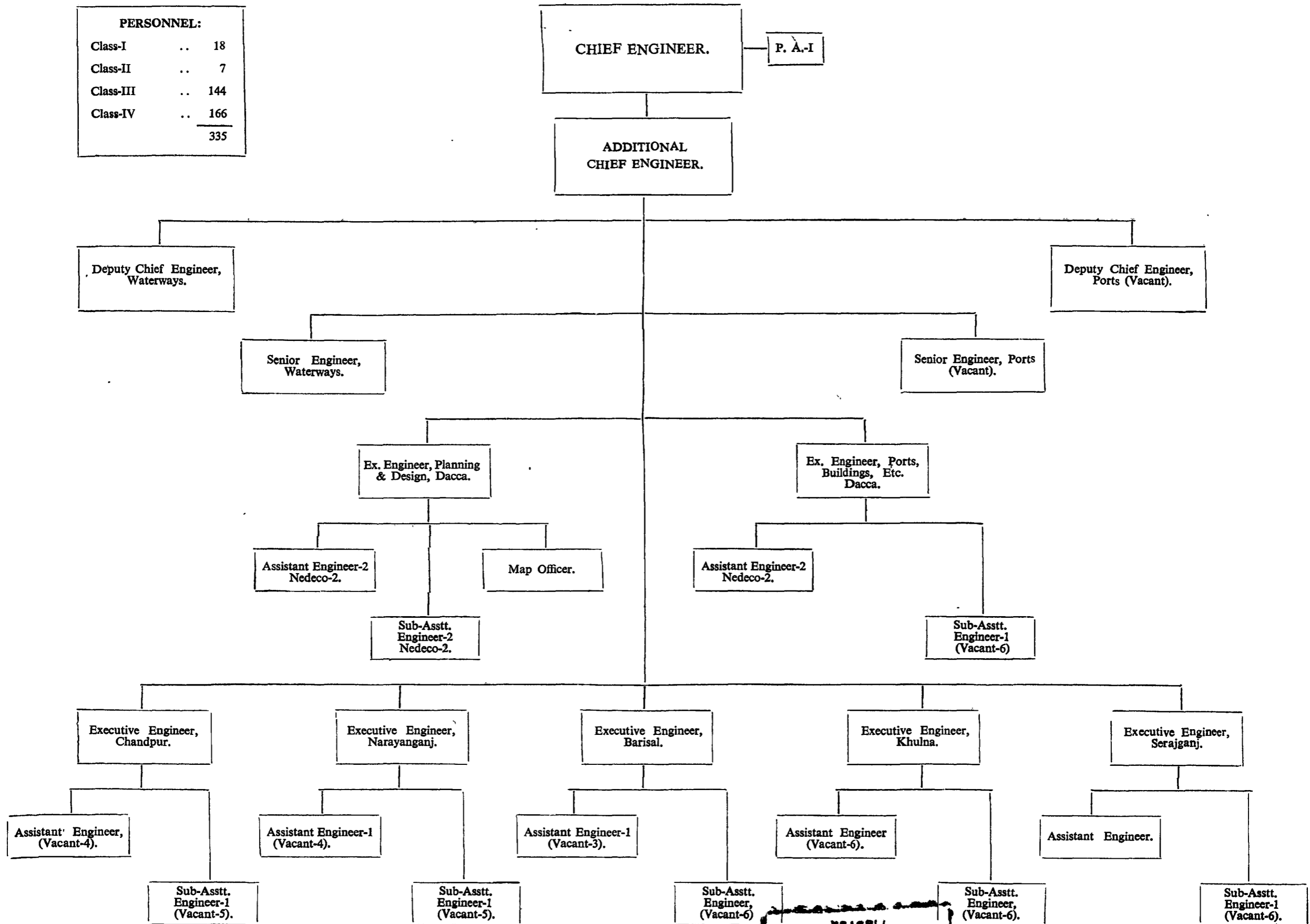
EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

ENGINEERING DEPARTMENT

Organization Chart (Existing)

APPENDIX 'H'
(Para—118)

PERSONNEL:		
Class-I	..	18
Class-II	..	7
Class-III	..	144
Class-IV	..	166
		335



LIBRARY
NATIONAL INSTITUTE OF
WATER & POWER

APPENDIX I

(Para. 119)

Officers and staff attached to Engineering Department.

Class I	4
Class II	2
Class III	20
Class IV	6
	<u>32</u>

Officers and staff attached to the Planning and Design Division, Dacca.

Class I	6
Class III	18
Class IV	5
	<u>29</u>

Officers and staff attached to the Ports and Building Division, Dacca.

Class I	1
Class III	16
Class IV	4
	<u>21</u>

Officers and staff attached to Sirajganj Divisional Office.

Class I	1
Class II	1
Class III	14
Class IV	4
Work charged staff ..	10
	<u>30</u>

Officers and staff attached to Chandpur Divisional Office.

Class I	1
Class II	2
Class III	16
Class IV	5
	<u>24</u>

Officers and staff attached to Narayanganj Divisional Office.

Class I	1
Class II	2
Class III	16
Class IV	7
Toll Collecting staff ...	40
	<u>66</u>

Officers and staff attached to Barisal Divisional Office.

Class I	1
Class III	14
Class IV	7
Work charged staff ...	7
	<u>29</u>

Officers and staff attached to Gopalganj Subdivisional Office.

Class I	1
Class III	14
Class IV	44
IWTA-Silver Duck ...	2
Locks and Sluice Guards ...	21
	<u>82</u>

Officers and staff attached to Khulna Division Office.

Class I	2
Class III	16
Class IV	3
	<u>22</u>

Total strength of the Engineering Department—

Class I	18
Class II	7
Class III	114
Class IV	166
	<u>335</u>

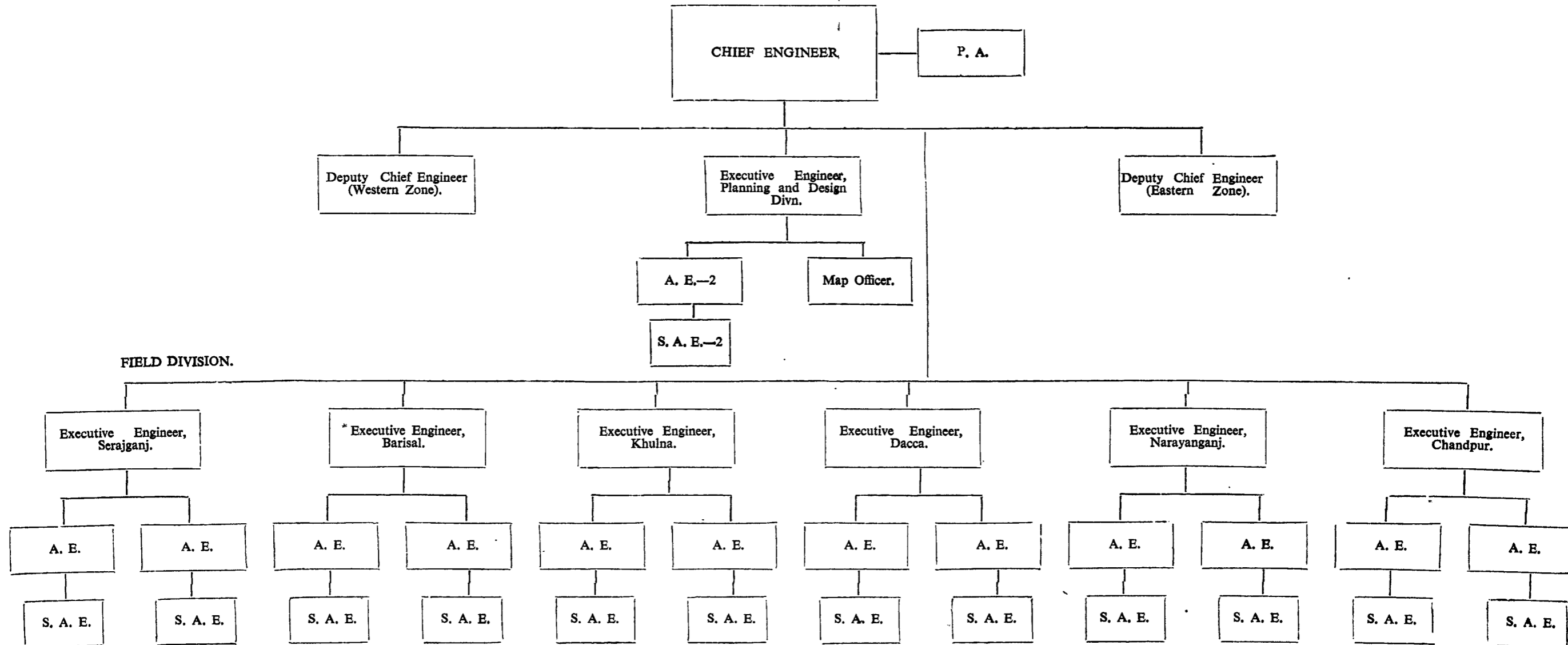
EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

ENGINEERING DEPARTMENT

APPENDIX 'J'

(Para—146)

Organization Chart (Proposed)



*Legend—A.E.=Assistant Engineer.

S.A.E.=Sub-Assistant Engineer.

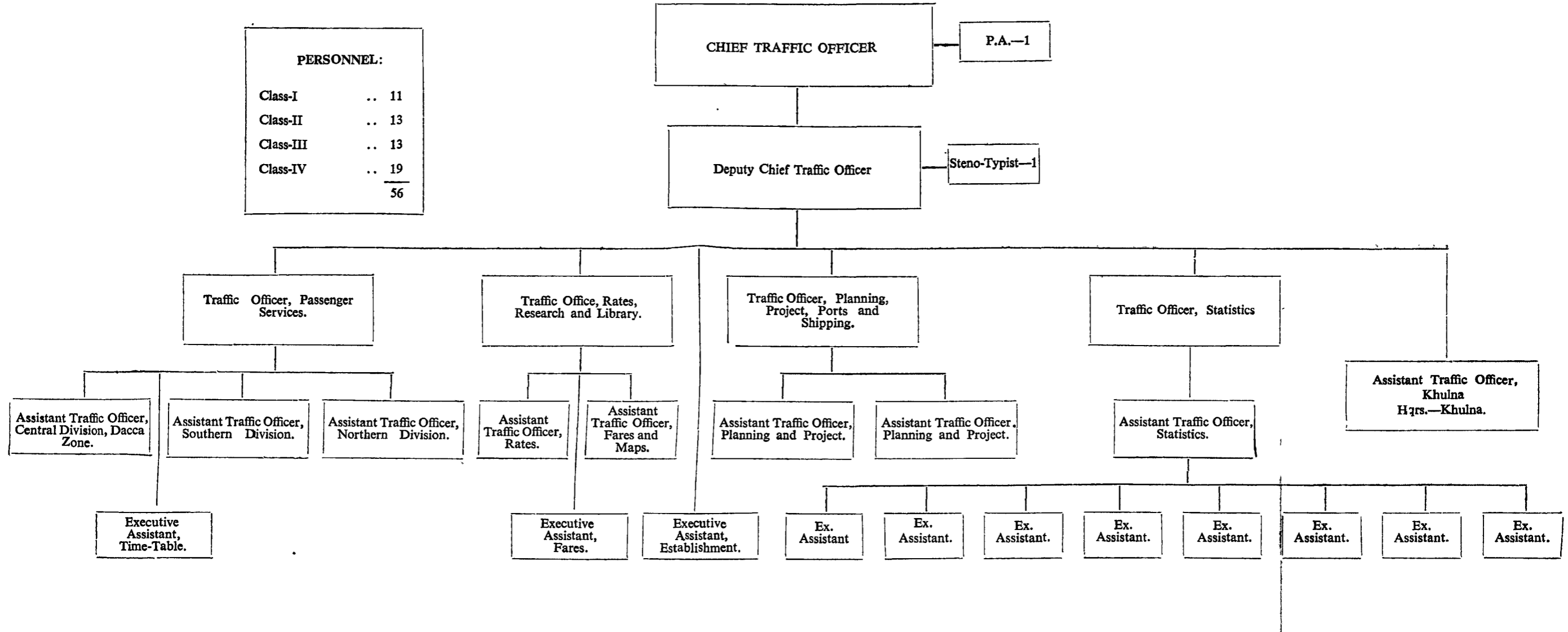
N.B.—Under each Division one A.E. and one S.A.E. will work for Waterways and one A. E. and one S.A.E. for Ports as and when necessary.

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

TRAFFIC DEPARTMENT

Organization Chart (Existing)

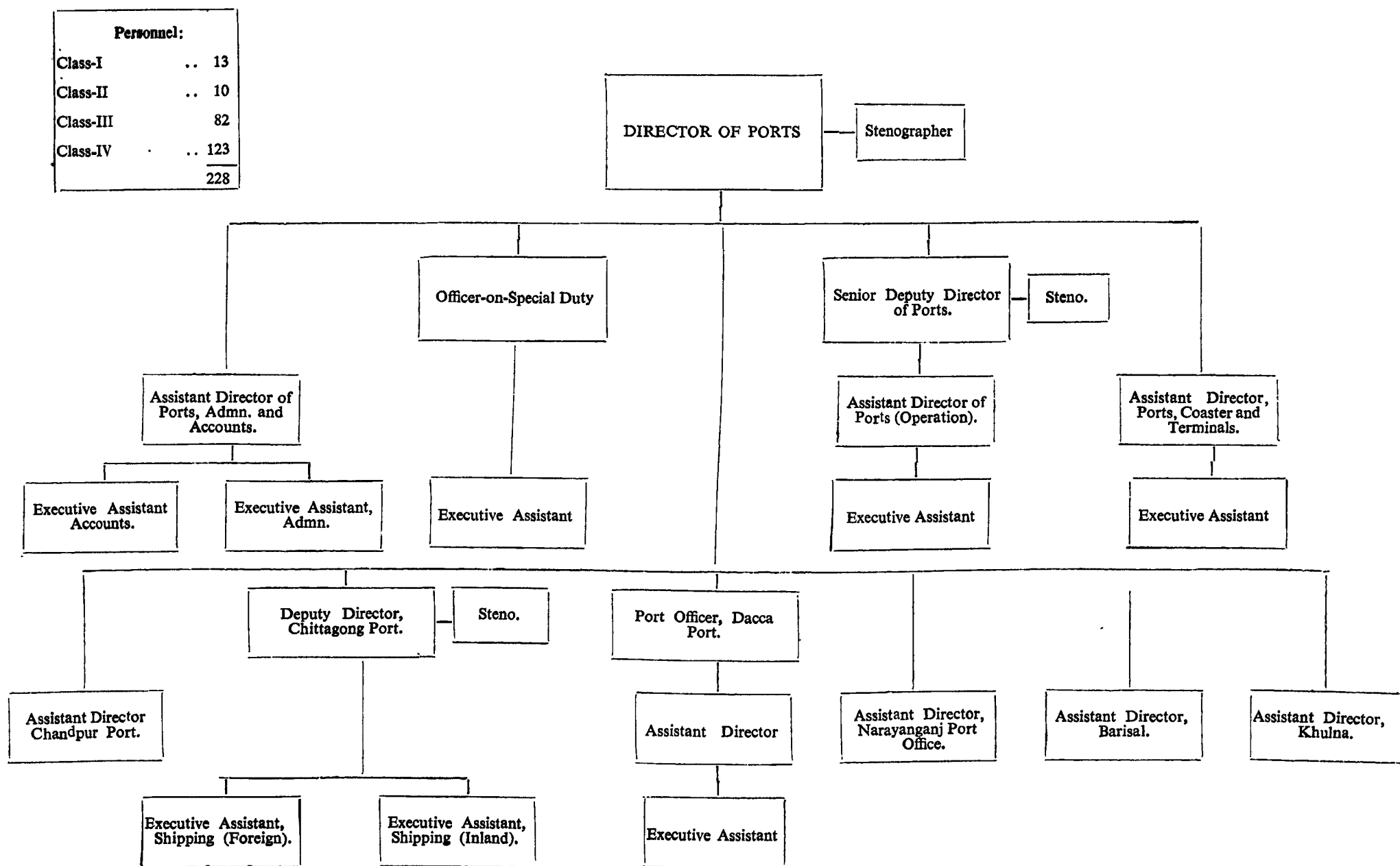
APPENDIX 'J (I)'
(Para—157)



EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

PORTS DIRECTORATE

Organization Chart (Existing)



APPENDIX L

(Para. 166)

Officers and staff attached to Directorate of Ports.

(I) *Head Office*—

Class I	6
Class II	6
Class III	14
Class IV	10
	<hr/>
	36

(II) *Dacca Port Office*—

Class I	2
Class II	1
Class III	14
Class IV	34
	<hr/>
	51

(III) *Narayanganj Port Office*—

Class I	1
Class II	16
Class IV	24
	<hr/>
	41

(IV) *Bārisal Port Office*—

Class I	1
Class III	8
Class IV	16
	<hr/>
	25

(V) *Chandpur Port Office*—

Class I	1
Class III	11
Class IV	13
	<hr/>
	25

(VI) *Khulna Port Office*—

Class I	1
Class III	17
Class I IV... ..	14
	<hr/>
	32

(VII) *Chittagong Port Office*—

Class I	1
Class II	3
Class III	2
Class IV	12
	<hr/>
	18

Total strength of the Directorate of Ports—

Class I	13
Class II	10
Class III	82
Class IV	123
	<hr/>
	228

APPENDIX M

(Para. 187).

Details of the work done at the EPIWTA Port Office, Chittagong.

(I) Ascertain daily state of deep-sea ships, at outer anchorage or Port jetties carrying Government owned cargoes, with following data—

- (i) Each ship's name, flag and origin.
- (ii) Tonnage of cargo and type and whether in bulk, bagged, etc.
- (iii) Tonnage required to be discharged to allow ship into the jetty area.
- (iv) How ship is working, *i.e.*, to lighters, jetty, etc.
- (v) Tonnage remaining in ship at end of previous day.
- (vi) Tonnage in ship allocated to each coaster conference by each consignee.
- (vii) Names and tonnages of coasters serving ship each day.
- (viii) Cumulative tonnage discharged to each coaster conference.
- (ix) Ship's agent.
- (x) Consignees' forwarding and clearing agents.
- (xi) Reason for stoppages.
- (xii) Weather and sea conditions.
- (xiii) News of impending arrivals of deep-sea ships.

(II) Maintain daily coaster state giving following information which should be signalled to Headquarter daily—

- (i) Names and carrying capacities of coasters in port and conference affiliations.
- (ii) Whereabout and activity of coasters in port.
- (iii) Availability in numbers and carrying capacity for placing alongside deep-sea ships.
- (iv) Daily and cumulative totals of tonnages located to coasters.
- (v) Coaster and type of cargo despatches to inland ports and ETA's giving reasons for delay, if any.
- (vi) Reasons for men-placing of coasters.
- (vii) Reasons for stoppages in loading coasters alongside deep-sea ships.

(III) Documentation—

- (i) List of every document used in connection with the discharge of cargoes at Chittagong for cargoes coming into the jetty area from outer anchorage, or from moorings or jetties.
- (ii) History of what happens to each document till cargo is in hands of consignees.
- (iii) Describe exactly the documentation now being used on the ship in the case of cargo discharged to coasters. Include the documentation required to be carried by the coasters, to the inland ports so that cargo is cleared to consignees and payment can be made.
- (iv) Maintain a file for each deep-sea ship recording all that happens so far as coasters are concerned obtain and insert, where possible, copies of charter parties and bills of landing. Request coaster conferences to make out two extra copies of their inland bills of landing making 5 in all for distribution as follows:

One to the Chittagong Forwarding and Clearing Agent.

One to the consignee.

One to the Co-ordinating Office, IWTA, Chittagong.

Two to the coaster conference—One for retention, one for presentation of account to consignee.

(IV) Co-ordination—

- (i) Keep all data as far as possible to produce operating costs of coasters.
- (ii) Note when coasters are laid up.
- (iii) Note when each coaster requires survey.
- (iv) Maintain a register of the conference with ships and owners. Amend as and when necessary.
- (v) Display a complete impartiality to each of the conferences and any other persons or organisations involved.
- (vi) From consignees, obtain breakdowns of tonnage and destinations of cargo allocations.
- (vii) Be prepared to take quick action to obtain cargo from coasters which become unexpectedly available.

APPENDIX M—*Concl.*

(viii) Take necessary steps to see that coastal conference singal the details hereunder to addressees listed below, ensuring that addressees receive the information 24 hours before the arrival of coasters at inland distinations. The co-ordination staff will need to carry out this duty on behalf of the conferences until they are certain that the conferences are ready to do so themselves; promptly and efficiently.

Details concerning each coaster that sails from deep-sea port to inland ports are as follows—

Home of coaster.

Cargo.

Tonnage carried.

Destination.

Time departure deep-sea port.

Addressees—

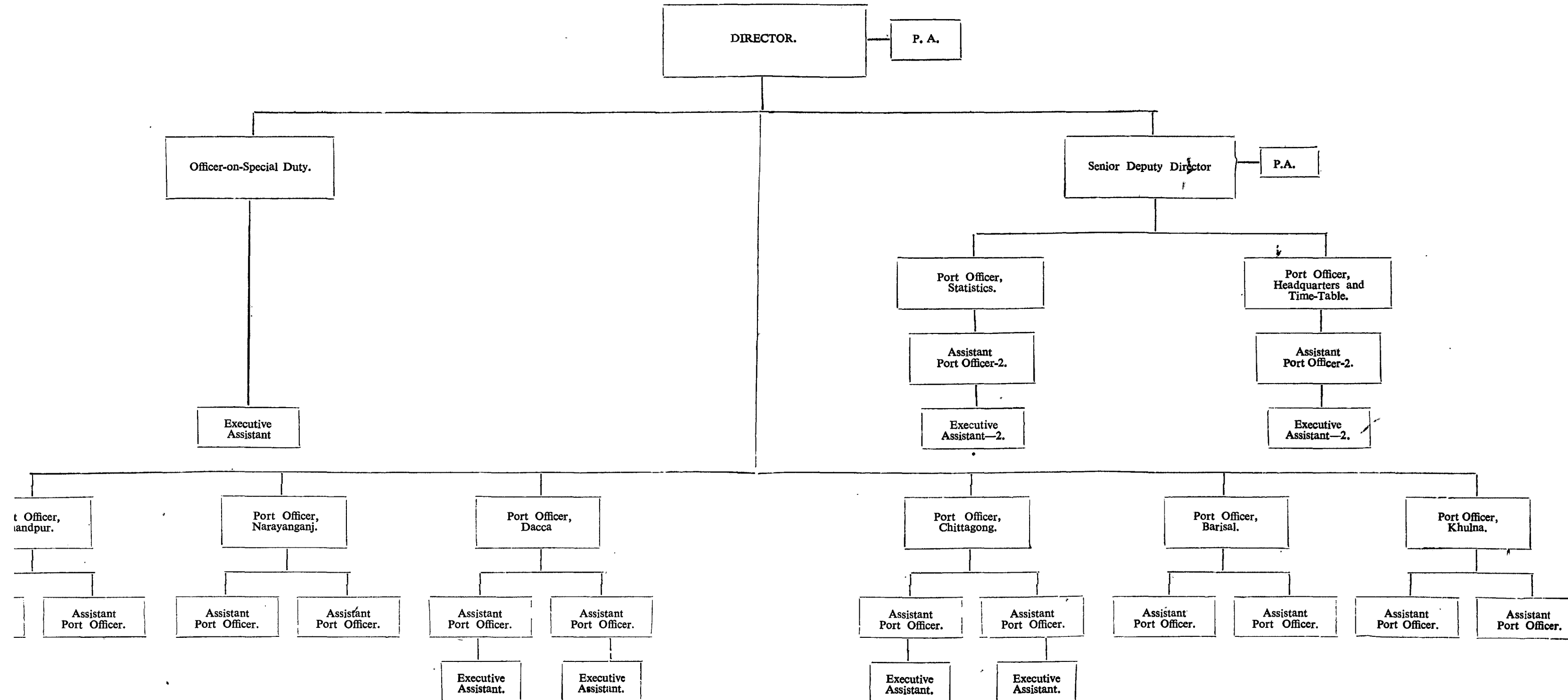
Consignees.

Co-ordination, Ports Directorate.

ADP of port of destinations.

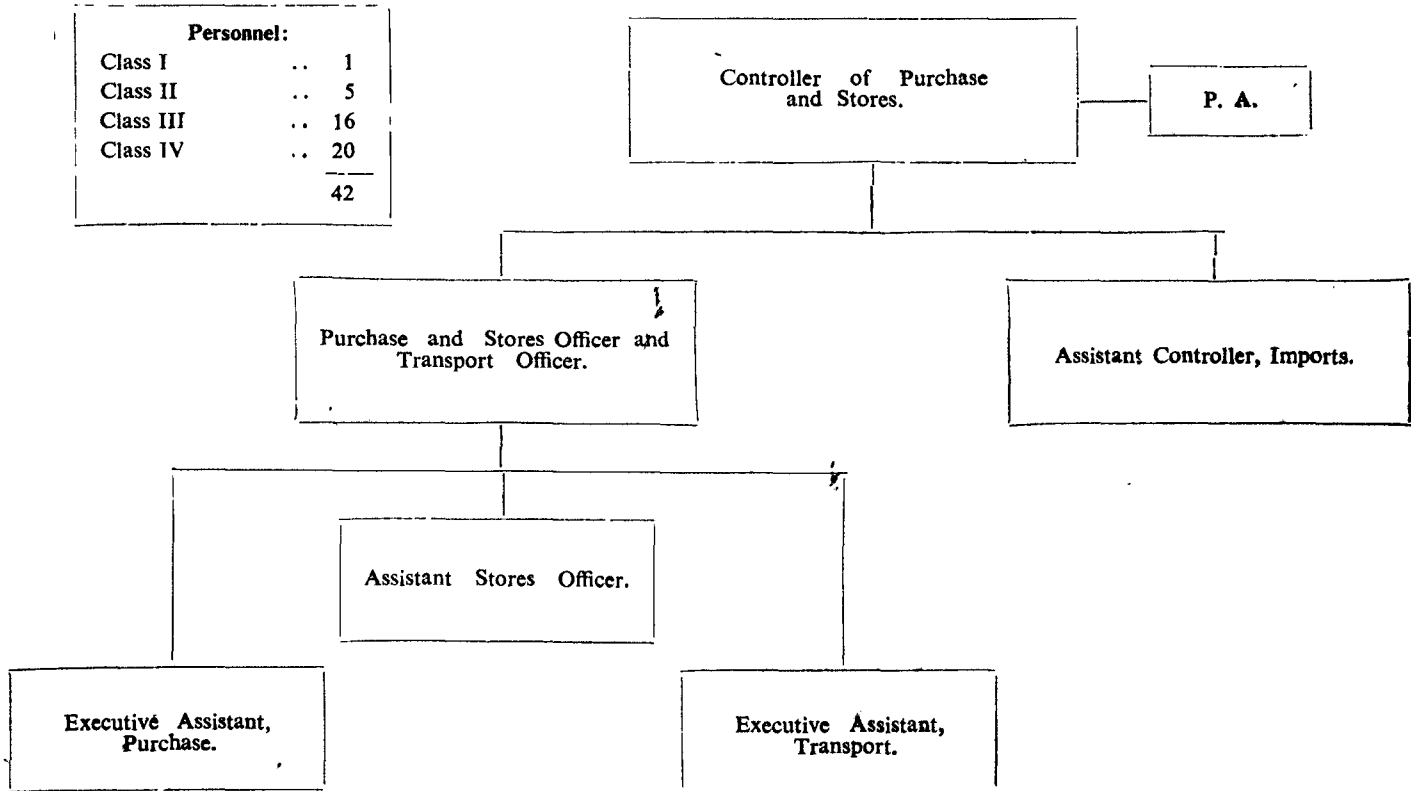
EAST PAKI STAN INLAND WATER TRANSPORT AUTHORITY
DIRECTORATE OF PORTS AND TRAFFIC
Organization Chart (Proposed)

APPENDIX 'N'
(Para. 195)



EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

PURCHASE AND STORES Organization Chart (Existing)



APPENDIX O**(Para. 204).****Purchase Procedure of the Directorate of Purchase in detail.*****Purchase Procedure :***

- (i) Whenever any item of stores is required by any Department/Directorate, a requisition in the prescribed form is submitted to the Purchase Officer.
- (ii) All requisitions are signed by the Head of the Department/Directorate or by any other officer to whom the power has been delegated. The Head of the Department assumes responsibility when he or his representative signs the requisition form.

The Requisition Officer :

- (i) Writes requisitions in triplicate, sends original and duplicate to the Purchase Officer and retains triplicate for follow-up.
- (ii) Indicates nature of expenditure, *i.e.*, whether it is capital or revenue. If the expenditure relates to a specific development project, inserts scheme control number in the space provided.
- (iii) Receives back duplicate copy of requisition from the Purchase Officer as evidence of action being taken on it.

The Purchase Officer :

- (i) Examines whether the requisitioner has the authority to submit requisition, that the requisitioned materials are not available in the stores and that the requisitioned materials are to be purchased.
- (ii) Sends the original copy to the Directorate of Finance and Accounts for their concurrence.
- (iii) Invites tenders or quotations after obtaining requisite financial sanction.
- (iv) When the value of a single purchase order is likely to exceed Rs.25,000·00, the Purchase Officer invites sealed tenders through the press. If the estimated value of a single order is below Rs.25,000·00, he invites quotations from the enlisted suppliers of the Authority and if the value is not likely to exceed Rs.500·00, decides the case in a manner he considers most beneficial to the Authority.
- (v) Opens all tenders or quotations on the appointed date in presence of the members of the Tender Committee.
- (vi) Enters all tenders in the prescribed quotation and Tender Register for a comprehensive and permanent record of the prices quoted by all tenders. The Tender Committee records its approval in the register. The quotation register is verified by the Authority's internal audit section. All information required to be entered in the quotation and Tender Register is noted therein to placing purchase order.
- (vii) Prepares purchase order in quadruplicate, enters accounts number to be charged on it and send original to the supplier, second copy to the Requiring Department, third copy to the Bill Section in Accounts Department and retains fourth copy in a pending file.
- (ix) Receives second copy from the requiring Department/Directorate with a note of acknowledgment receipt.
- (xiv) On complete execution of the order, transfers fourth copy of purchase order from pending file to "Order Closed File" to rest with the second copy.

The Store-Keeper :

- (i) In case of purchase for storing and subsequent use, receives, checks and verifies condition of goods to tally with the description of goods noted in the Purchase Order.
- (ii) Writes Receiving Note in quadruplicate and sends the original to the Accounts Officer, Bill Section, second copy to the Purchase Officer, third copy to the Store Ledger Section and retains the fourth copy with him.
- (iii) The Project Director or Engineer, in case of direct delivery, prepares a receiving note in quadruplicate and distributes the original to Accounts Officer, Bill Section, second copy to the Purchase Officer, third copy to be used in writing up the Store Receipts and Issue Registers maintained at the site and retains the fourth copy in his serial file.

APPENDIX P

(Para. 218).

Officers and staff attached to the Directorate of Accounts and Finance.

Class I—

Director	1	
Joint Director	2	(one J.D. left the Directorate in June, 1965).
Deputy Directors	2	
Officer on Special Duty	1	
Assistant Director	2	
Travelling Accounts Officer	1	

Class II—

Assistant Accounts Officer	2	
Executive Assistant	6	
Personal Assistant	1	
Stenographer	1	

Class III—

Assistants	16	
Clerks	15	
Cashier	2	
Outlying Cashier	2	
Typist	2	
Computer	1	
Record-Keeper	1	

Class IV—

Driver	1	
Peon	14	
Night Guard	3	
Sweeper	2	
			Total	78	

Regional Accounts Office, Barisal,

Class I—

Regional Accounts Officer	1	
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Class II—

Assistant Accounts Officer	1	
Executive Assistant	1	

Class III—

Assistant	1	
Clerks	8	

Class IV—

Peon, etc.	3	
			Total	15	

Accounts Office, Khulna.

Class II	1	
Class III	2	
Class IV	1	
			Total	4	

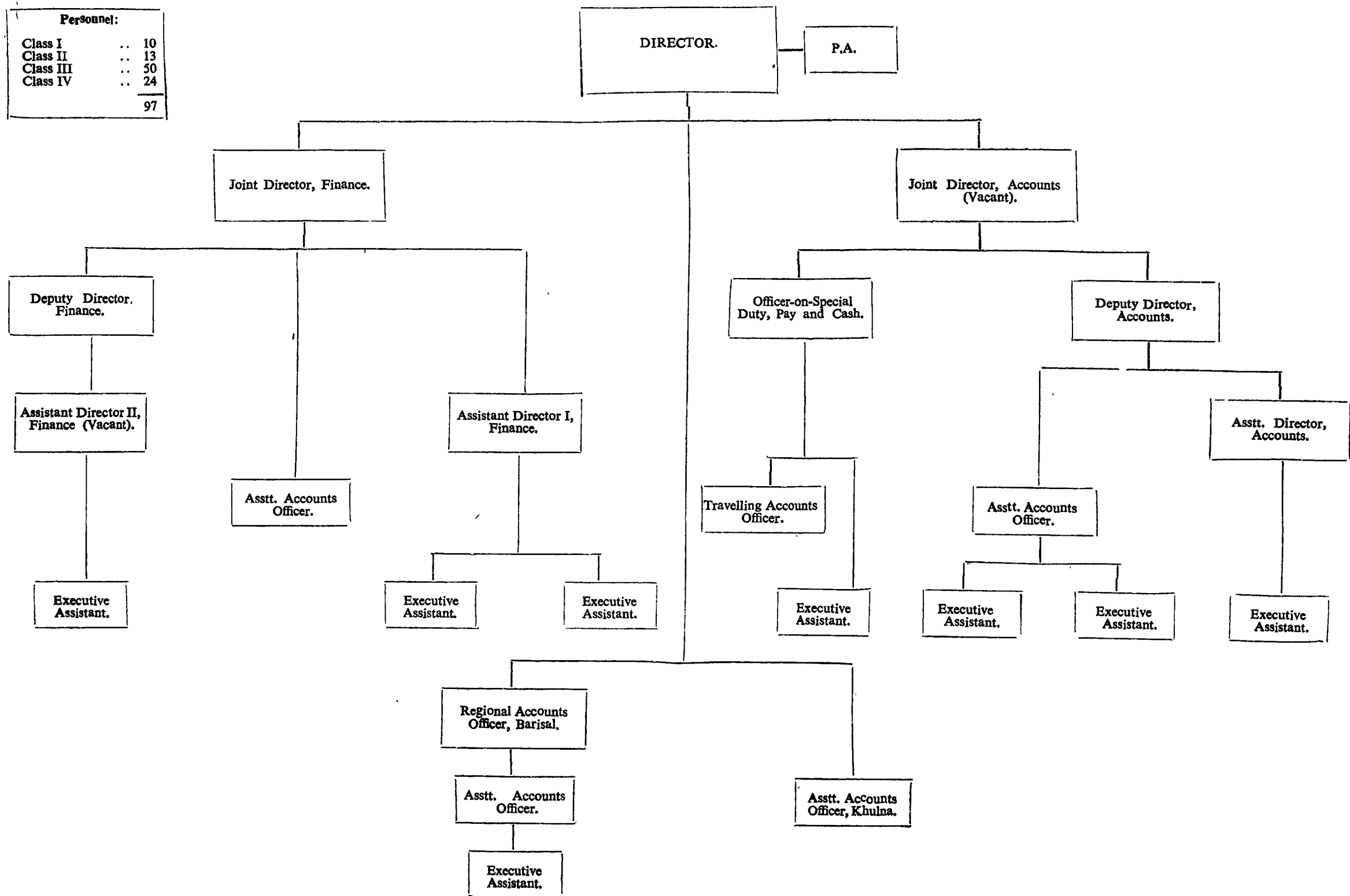
Grand Total ... 97

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

DIRECTORATE OF ACCOUNTS AND FINANCE

Organization Chart (Existing)

Personnel:	
Class I	.. 10
Class II	.. 13
Class III	.. 50
Class IV	.. 24
97	



APPENDIX R

(Para. 221.)

Duties and responsibilities of the Officers of the Directorate of Accounts and Finance as spelled out by the Authority.**Director, Accounts and Finance:**

- (i) He bears all functional and administrative responsibility for the entire Finance and Accounts Directorate.
- (ii) Will ensure fullest co-operation between Finance and Accounts Branches and among the Officers of the Directorate.
- (iii) Will ensure staff discipline and observance of all accounting procedures as laid down in the Accounts Manual.
- (iv) Bears responsibility for submitting timely accounts and various management reports that go out of his department and consequently all such accounts and returns must pass through him.
- (v) Will be responsible for writing confidential reports on all Officers under his administrative control except superior service officers on deputation who will be reported upon by Member, Finance in consultation with Director of Accounts and Finance.
- (vi) Will assess the staff requirements of his department in consultation with his officers. No recruitment, transfer or promotion in the Directorate will be made without prior consultation with Director, Accounts and Finance.
- (vii) Can make any charge in the allocation of duties of his officers at any time with approval of Finance Member.
- (viii) Will exercise financial powers in respect of creation of posts, purchase and other expenditure according to delegation made by Finance Member separately; will be directly responsible to Finance Member for all administrative, functional and accounting work.

Joint Director, Accounts:

He will be directly responsible to the Director of Accounts and Finance. His special function is to evaluate the development schemes as is entrusted to him.

- (i) Will have administrative and functional control of all officers working in the Accounts Section;
- (ii) Will exercise supervision and guidance over the officers of Accounts Section as he considers necessary for timely and correct accounting of the Authority;
- (iii) From time to time, with the prior approval of Finance Member through Director of Accounts and Finance he may make such changes in the allocation of duties of officers of his section as he considers appropriate in the circumstances;
- (iv) Will exercise financial powers in respect of creation of posts, purchases and other expenditure according to delegation made by Finance Member separately.

Deputy Director, Accounts:

- (i) He will be responsible for the overall accounting of the Authority both Revenue and Development.
- (ii) Will maintain all prescribed books to produce periodical accounts correctly and supply various financial statements to be submitted to various agencies and to Authority's management. But no financial statement of any nature shall be presented to the Finance Member, Chairman or outside agencies without routing them through the Joint Director of Accounts or in his absence directly through Director, Accounts and Finance;
- (iii) Will extend full co-operation to all other officers where such co-operation is called for;
- (iv) Will be responsible for placing the Authority's insurance business subject to the approval of Director, Accounts and Finance;
- (v) Will exercise financial powers in respect of creation of posts, purchases and other expenditure according to delegation made by Finance Member separately.

Officer on Special Duty, Pay and Cash:

- (i) Will be responsible for all cash and cheque receipts and all cash disbursements, post audits and clearance of audit notes;
- (ii) Will be incharge of records room, and will ensure periodical and occasional inspection of all cash receipts and disbursement at outside stations, stores, etc;
- (iii) Administratively he will be directly responsible to Joint Director, Accounts or in his absence to Director of Accounts and Finance but functionally he will give full co-operation to Duty Director of Accounts, who is responsible for overall accounting of the Authority;
- (iv) Will make available to Deputy Director of Accounts all basic documents such as pay-in-slips, copy receipts to enable him to write up his cash receipts and disbursement book.

APPENDIX R—Contd.

Assistant Director, Accounts :

- (i) He shall be under the functional and administrative control of Joint Director of Accounts and shall be responsible for accounting for all kinds of income (except loan, grants and aids) of the Authority. His duties will comprise of preparing, issuing and recording conservancy and pilotage bills;
- (ii) Will maintain the prescribed ledger for conservancy and pilotage fees and be responsible for credit control and follow up ;
- (iii) Will scrutinise all port and canal collections and other receipts and will ensure certain recovery from staff such as for use of IWTA Rest House, motor car, etc.;
- (iv) Functionally he shall give fullest co-operation to Deputy Director, Accounts and supply him a relevant figures and statement at the material time to enable Deputy Director Accounts to prepare the periodical accounts of the Authority;
- (v) Will exercise financial powers in respect of purchases and other expenditures according to delegation made by Finance Member separately.

Travelling Accounts Officer :

- (i) He will be under the supervisory control of Officer on Special Duty, Pay and Cash and help him in post-audit and clearance of audit notes;
- (ii) Will undertake inspection of various stations of the Authority where money is received and disbursements made according to Schedule prepared by Officer on Special Duty, Pay and Cash and by Joint Director, Accounts ;
- (iii) Will make such surprise and occasional inspection of outlying stations as he will be directed to do so by Joint Director, Accounts.

Joint Director, Finance :

- (i) He will be directly responsible to Director, Accounts and Finance and will have administrative and functional responsibility for all officers working under him and ensure necessary co-operation and co-ordination among various officers working under him ;
- (ii) Will have direct responsibility for passing all bills exceeding Rs.1,00,000·00 and will authorise payment of all advances;
- (iii) Will prepare yearly revenue budget with the help of Executive Assistant directly responsible to him and will also be responsible for timely revision of such budget.
- (iv) Will also be responsible for timely release of fund from the Provincial Government ;
- (v) Will ensure fullest co-operation by the officers under him to the officers of Accounts Branches to enable the latter to prepare correct and timely accounts ;
- (vi) Will ensure that no statement of accounting nature are submitted to outside agencies or the Authority without showing such statements to Director, Accounts and Finance ;
- (vii) Will also ensure that his officers strictly follow the provisions of the Accounts Manual;
- (viii) Will sign cheques for any amount not exceeding Rs.5,000·00 in his sole authority. Cheques for any amount in excess of Rs.5,000·00 will be signed jointly by Joint Director, Finance and Director of Accounts and Finance or in his absence by Joint Director of Accounts;
- (ix) Will also be directly responsible for efficient management of DAK and Despatch Section and staff attendance; will ensure timely submission of periodical statements, Reports for letters, bills, etc. to Finance Member, to assist him in this direct responsibility. Executive Assistants, Co-ordination will work directly under him;
- (x) Will exercise financial powers in respect of creation of posts, purchases and other expenditure according to delegation made by Finance Member separately.

Deputy Director, Finance :

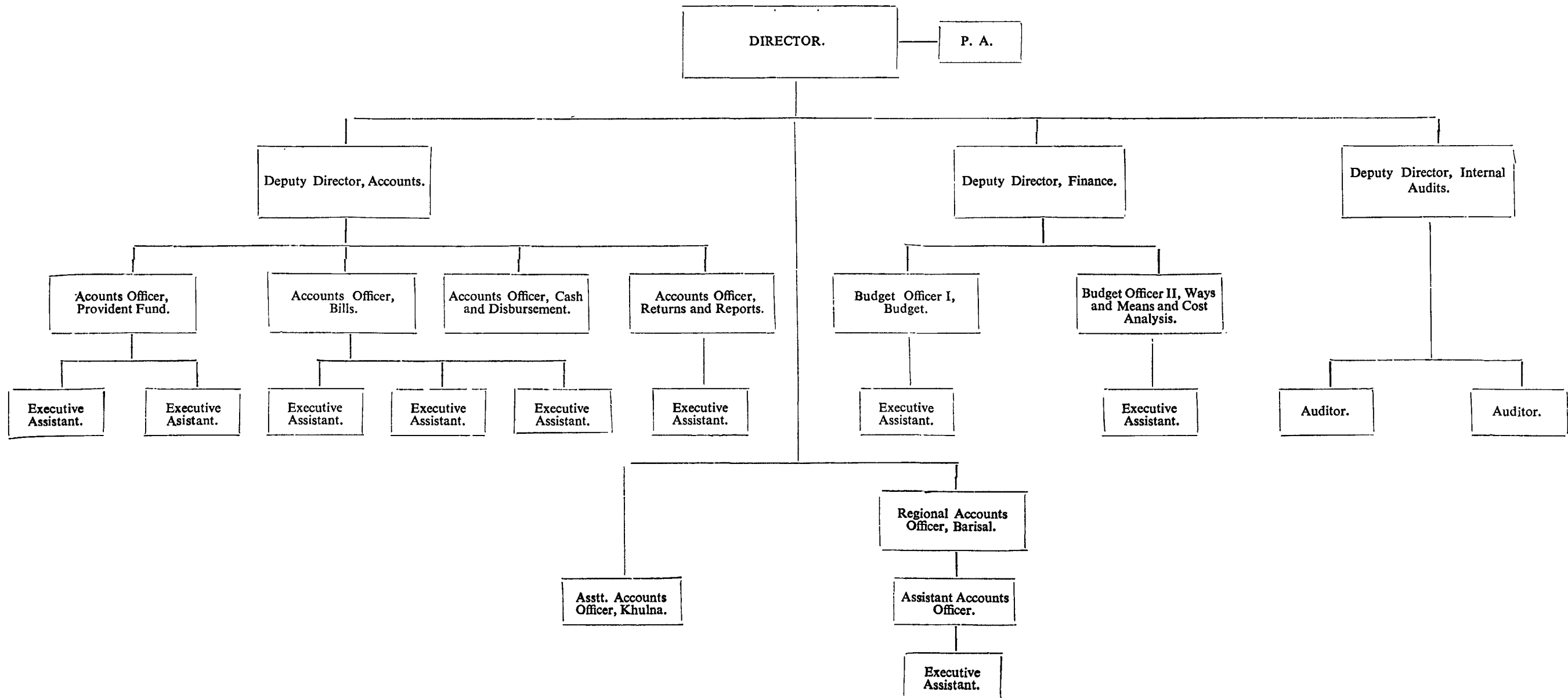
- (i) He will be under the administrative and supervisory control of Joint Director, Finance ;
- (ii) Will be responsible for all work connected with the financing of development projects such as releasing of foreign exchange loan from various agencies, U.S. AID rupee release, Government grant for development projects, opening of L/C, preparation of development budgets ;
- (iii) To the extent his duties effect correct accounts keeping, he should extend his full co-operation to Deputy Director, Accounts for example, when one L/C is opened he must forward a copy of the covering letter to Deputy Director, Accounts or when an insurance cover is required he should advise Deputy Director, Accounts ;
- (iv) Will also represent Finance Branch in Tender Committees in respect of local and foreign purchases when it is within his financial powers ;
- (v) Will prepare development budget and ensure appropriate follow-up ;
- (vi) Will exercise financial powers in respect of creation of posts, purchases and other expenditure according to delegation made by Finance Member separately.

Assistant Director, Finance :

- (i) He will be under the administrative and functional control of Joint Director, Finance ;
- (ii) Will be responsible for scrutinising and passing all pay roll bills, medical bills and travelling allowance bills;
- (iii) Will also be responsible for passing store purchases, repair and servicing bills of any nature either revenue or development for an amount not exceeding Rs.1,00,000·00 for each bill ;
- (iv) Will extend full co-operation to Deputy Director, Accounts to enable the latter to prepare financial and accounting statement to the extent of figures required from him; will exercise financial powers in respect of creation of posts, purchases and other expenditures according to delegation made by Finance Member separately.

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY
DIRECTORATE OF ACCOUNTS AND FINANCE
Organization Chart (Proposed)

APPENDIX 'S'
(Para. 224)



APPENDIX T

(Para. 225).

Outline of the proposed duties of the Officers of Directorate of Accounts and Finance.

(1) *Director*—He will be in overall charge of the Directorate and bear all functional and administrative responsibility. He will take decision in the policy matters and advise the Authority in all financial matters.

(2) *Deputy Director, Finance*—He will be directly responsible to the Director and will have administrative and functional responsibilities for all officers working under him. He will prepare yearly revenue and development budget with the help of Budget Officers and be responsible for timely release of fund from the Government. He will be responsible for management of receipt and despatch work. He will exercise financial powers in respect of purchase and expenditure according to powers delegated to him.

(3) *Budget Officer I*—He will work under direct supervision of the Deputy Director, of Finance. He will mainly deal with the following:

- (a) Preparation of annual revenue and development budget and revision thereof.
- (b) Foreign Loans.
- (c) Opening of letters of credit.
- (d) Release of funds from Government.
- (e) Receipt and despatch.
- (f) Files and records.
- (g) Correspondence.
- (h) Comparative statement of quotations.
- (i) Leave records of officers and staff.

(4) *Budget Officer II*—He will work under direct supervision of the Director and be responsible for administrative and functional control of the officers and the staff working under him. He will mainly deal with the following:

- (a) Ways and means, that is, advisory function in the financial matters;
- (b) Cost analysis;
- (c) Reports for World Bank;
- (d) Scrutiny of financial implications of contracts;
- (e) Private sector import accounts;
- (f) Supervision and training of subordinates;
- (g) Fixation of pay;
- (h) Calculation of Income Tax;
- (i) Payment of Consultants; and
- (j) Imports, customs, clearance.

(1) *Deputy Director, Accounts*—He will work under direct supervision of the Director and will have administrative and functional responsibilities for all officers working under him. He will maintain all prescribed books of accounts, ledgers, provident fund accounts, Foreign Credit Accounts, Suspense Accounts. He will deal with Authority's Insurance matters, periodical financial statements, returns, reports, payment of bills, etc.

(2) *Accounts Officer, Bills*—He will work under direct supervision of the Deputy Director of Accounts. He will deal with all kinds of bills such as contingency and establishment bills, pay bills, leave salary bills, medical bills, travelling allowance bills, overtime bills, stores and equipment bills, imprest bills, books and magazines bills, house-building, motor and other advances bills, house-rent bills, telephone bills, Municipal and WASA rates bills, works bills, repair and fuel bills of launches, etc. Three Executive Assistants will work under the Accounts Officer, Bills.

(3) *Accounts Officer, Cash and Disbursement*—He will work under supervision of the Deputy Director of Accounts. He will make payment of all the bills passed by the Accounts Officer, Bills. He will sign chalangos of deposit and cheques. He will maintain the accounts of cash and cheques.

(4) *Accounts Officer, Provident Fund*—He will maintain the accounts of G.P.F., C.P.F. and P.L.I. of all the officers and staff of the Authority. He will prepare and send the annual statements of contributory provident fund to the employees of the Authority having such fund. One Executive Assistant will work under him.

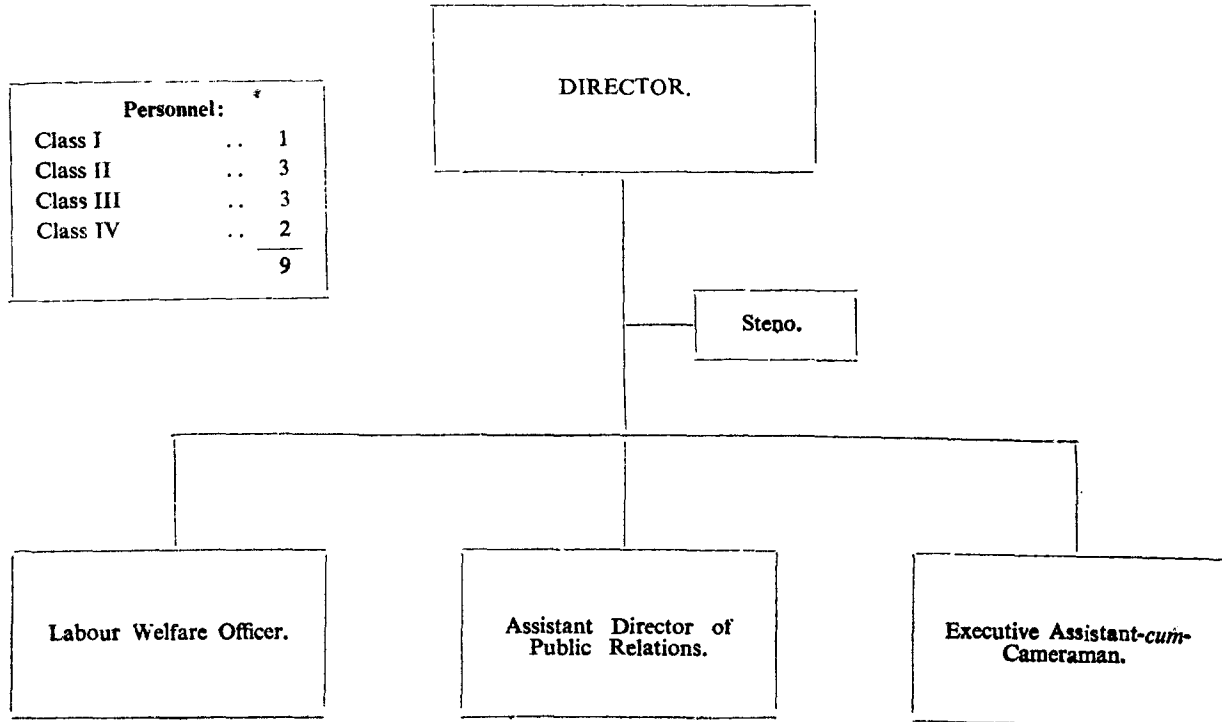
(5) *Accounts Officer, Ledger, Returns and Reports*—He will maintain personal files of all officers, ledgers, etc. and prepare and submit all financial returns and reports. One Executive Assistant will work under him.

Deputy Director, Audits—He will be in-charge of the Internal Audit Branch and work under direct control of the Director. There will work under him two Executive Assistants of whom one will audit accounts of out station pay offices and the other will be attached to the Head Office. The Deputy Director of Audits will audit all the accounts of the Authority Fund, prepare internal audit statements, check all the books of accounts, verify cash, etc. He will deal with audit queries, audit notes, financial irregularities, post-audit of pilotage bills and arrange submission of the audit report prepared by Accountant-General, East Pakistan, to the Provincial Government.

EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY

DIRECTORATE OF PUBLIC RELATIONS & LABOUR WELFARE

Organization Chart (Existing)



EAST PAKISTAN INLAND WATER TRANSPORT AUTHORITY
PLANNING, RESEARCH EVALUATION AND PROGRESS CELL
Organization Chart (Existing)

Personnel.		
Class I	..	5
Class II	..	7
Class III	..	9
Class IV	..	5
		26

