

হৃদয়ে একাত্তর

71st Senior Staff Course

12 April - 26 May, 2015



Bangladesh Public Administration Training Centre
Goverment Dhaka 1213

নেত্রকোনা সমিতি ঢাকার সুধী সমাবেশ, স্বরনিকা প্রকাশ ও বার্ষিক সম্মেলন আয়োজনে আমরা অত্যন্ত আনন্দিত।

গভীর শ্রদ্ধার সংগে স্বরন করছি বাংলাদেশের মহান মুক্তিযুদ্ধে নেত্রকোনাবাসীর গৌরবউজ্জ্বল ভূমিকা ও লোক সাহিত্য ও সংস্কৃতির সাথে জড়িত মহান ব্যক্তিদের। আমাদের শ্রদ্ধা ও সম্মান রইল ব্যবসায়ী, রাজনৈতিক ব্যক্তিত্ব, সরকারি ও বেসরকারি সংস্থার সকল কর্মকর্তা কর্মচারী, সামাজিক সাংস্কৃতিক-ব্যক্তিবর্গ সহ সকল নেত্রকোনাবাসীর প্রতি।

ঢাকাস্থ নেত্রকোনা সমিতির সদস্য ও কর্মকর্তাদের প্রতি রইল আমাদের প্রানঢালা শুভেচ্ছা ও অভিনন্দন, আমরা কনসালটেন্ট ইন্টারন্যাশনাল লিঃ পরিবার নেত্রকোনা সমিতির সবসময় সার্বিক উন্নয়ন কামনা করি।

শুভেচ্ছান্তে

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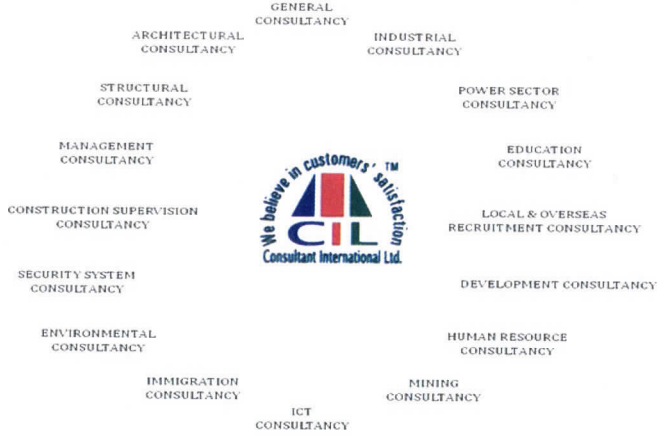
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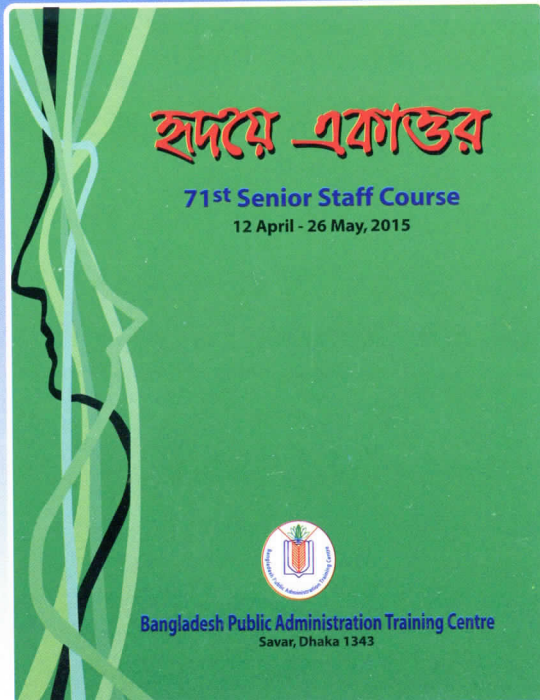
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শ্রদেহ একাডেমি

71st Senior Staff Course

12 April - 26 May, 2015



Bangladesh Public Administration Training Centre
Savar, Dhaka 1343

হৃদয়ে একাত্তর

71st Senior Staff Course

12 April - 26 May, 2015

Souvenir Committee

Shah Md Aburaihan Alberuni
Ms. Afia Khatoon
Mr. Manoj Kanti Baral
Mr. Md. Shafiul Alam
Mr. Ajit Kumar Debnath
Mr. Md. Anawar Hossain Hawleder
Mr. Md. Manik Lal Banik

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Member
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Member
Member
Member

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MESSAGE FROM Rector

I am glad to know that the participants of 71st senior staff course (SSC) are going to publish a souvenir. I feel honored for giving the message for this event. I also believe this publication will cherish the sweet memories of the course.

In this quick changing world, the prime challenge that we face is "Change Management". Public administration, at present, demands good management practices, exposure to critical new perspectives and positive approaches in management. It is my firm belief that the participants, after completion of this course, would be able to render better service to the stakeholders.

Amidst the enhanced complexities of myriad challenges facing the civil service of today, it is imperative that the participants acquire a true sense of what they require at present. I believe the participants throughout the course have worked diligently from dawn to dusk to cater the demand of the time. This souvenir will assist them to renew the chain of reciprocity and belongingness formed here.

I am aware that the course was intensely compact and the schedule was quite busy. Despite this fact, the participants have certainly worked very hard to make this souvenir a success. I would like to thank all those who have spent their personal time for this souvenir and also wish all the participants a great success in their personal and professional life.

(A.K.M Abdul Awal Mazumder)

Rector
Bangladesh Public Administration Training Centre
Savar, Dhaka-1343



MESSAGE FROM Course Director

I am happy to learn that the participants of 71st (SSC) Senior staff course are going to publish a souvenir on the eve of their course ending. Such an initiative, I believe, it shall contain sweet memories of the events and activation they experienced during the course. I hope the souvenir would help to strengthen the bond amongst them and also with BPATC.

The BPATC has designed SSC to focus the evolving changes in management practices around the globe, so that it adds latest knowledge and skill to the participants. It facilitates participants' personal contribution to the success of their organization. The SSC offers a tremendous learning opportunity to the participants, as it leads them to learn new management concepts, explore best management practices, get exposure to critical new perspectives and master new skills. Moreover, it provides the participants an opportunity to access contemporary thinking, exchange ideas and gain insights from a diverse range of peers.

Revisiting the past to recollect the zesty days with colorful memories have always been an instinctive urge of people. Keeping pace with this the participants of 71st senior staff course (SSC) is bringing out a souvenir at the far end of their varied experiences spanning over their training period. I appreciate this very solid and laudable manifestation of their both talent and temperament.

I would like to put on record my sincere appreciation to course management, concerned employee and valued participants for their relentless effort to make the course a success.

I wish you all a grand success in life.

A.S. Shameem Ahmed
MDS (Additional Secretary)
&
Course Director



NOTES FROM THE EDITOR

The "হৃদয় একাত্তর" is a humble effort of the participants of the 71st senior staff course (SSC) to keep the sweet memories of the course within some printed pages. We hope our interaction of one and a half month together will be carried forward for time immemorial.

We got our glorious independence in the years of 1971. Concededly our training course no. 71st. So, it is our humble dedication to the memory of glorious independence.

In today's world the wave of change is continuously washing the sandy shores of every sphere of life. The government organizations are in no way apart from this phenomenon. therefore, we are continuously in pursuit of excellence in managing new public management.

We would like to convey our heartfelt gratitude to the honourable rector, Mr. A.K.M Abdul Awal Mazumder for his valuable guidance and advice. We are grateful to A.S. Shameem Ahmed the course Director, Md. Abdul Baki and Kazi Hasan Imam, the course coordinators for their cordial support during the course. We are also thankful to the all faculty members and staff of BPATC and all the guest speakers who enriched us with knowledge and divine joys.

May BPATC keep flourishing and hope greater development in the days to come.

Shah Md. Aburaihan Alberuni

Joint Secretary &
Convener of the Souvenir Committee

COURSE MANAGEMENT

of
71st Senior Staff Course, BPATC



A.K.M Abdul Awal Mazumder
Rector & Course Adviser



A.S. Shameem Ahmed
MDS (Additional Secretary)
Course Director



Md. Abdul Baki
Director Course Co-ordinator



Kazi Hassan Imam
Course Co-ordinator

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Mr. Md. Afzal Hossain
Mr. Md. Ferdous Alam

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Member
Member
Member
Member
Member

Participants' Profile



1. Name & ID : **Md. Abidur Rahman**
ID No. 3691
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration (MOPA)
4. Name of Spouse : Mst. Lutfun Nahar
5. Number of Children : Four (04)
6. Date of Birth : 10-02-1958
7. Present Address : 2/16, Gazetted Officer's Quarter, New Baily Road, Dhaka
8. Permanent Address : Village-Barura, Post-Gabindapur
Upazila-Madhabpur, District - Haleigonj
9. Phone & Cell Phone : 9360385, 01716399705
10. Blood Group : B+ (Positive)
11. Academic Discipline : B.Com. (Hons.) (Accounting)
M.Com. (Accounting) Dhaka University
12. Hobbies : Reading, Lone Tennis
13. Comments : I hope 71st senior staff course will help me in
my work place and also in my future life to
serve my country.
14. Email : abidur_999@yahoo.com



1. Name & ID : **Afia Khatoon**
ID No. 4017
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Mohammed Ismail
5. Number of Siblings : Two Daughters
6. Date of Birth : 30-11-1962
7. Present Address : 12/20, Sir Syed Road, Mohammadpur, Dhaka-1207
8. Permanent Address : Village-Dhopakhila, Post-Alkara
Upzilla-Chouddagram, District - Comilla
9. Phone & Cell Phone : 02-9185173/ 01716-582716
10. Blood Group : O+ (Positive)
11. Academic Discipline : MSS (Sociology), Dhaka University
MSC (Maritime Administration),
World Maritime University
12. Hobbies : Reading Books and Travelling
13. Comments : অদ্ভুত আঁধার এক এসেছে এ-পৃথিবীতে আজ, যারা অন্ধ সবচেয়ে বেশি
আজ চোখে দ্যাখে তারা, জীবনানন্দ দাস।
14. Email : afia85e@yahoo.com



1. Name & ID : **Mohd. Rezaul Karim**
ID No. 4174
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Nazma Reza
5. Number of Children : 03 (Three)
6. Date of Birth : 10th October 1963
7. Present Address : Rd # 6/A, House # 291, Mohammadi Homes 07
Flat 2/B, Mohammadi H/S, Mohammadpur, Dhaka
8. Permanent Address : Village , Post-Karpara
Upzilla, District - Gopalganj
9. Phone & Cell Phone : 8101724, 01712092708
10. Blood Group : B+ (Positive)
11. Academic Discipline : English
12. Hobbies : Games & Sports.
13. Comments : No Comments
14. Email : rezaul.karim.moa@gmail.com



1. Name & ID : **Dr. Pear Mohammad**
ID No. 4222
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Bilkis Mohammad
5. Number of Children : 02
6. Date of Birth : 03rd November, 1963
7. Present Address : 57/G, Azimpur Govt. Colony, Dhaka
8. Permanent Address : Village-Betbaria, Post-Betbaria
District - Meherpur
9. Phone & Cell Phone : 02-9615337, 01711903603
10. Blood Group : AB+ (Positive)
11. Academic Discipline : Agriculture
12. Hobbies : Writting
13. Comments : Honesty is the Best Policy
14. Email : pear.mohammad10@gmail.com



1. Name & ID : **Dr. Md. Anwar Hossain Howlader**
ID No. 4234
2. Designation : Joint Secretary
3. Place of Posting : MOPA
4. Name of Spouse : Mrs. Dilruba Khan
5. Number of Children : 3
6. Date of Birth : 10-10-1964
7. Present Address : 3/10, Belalabad Colony, Maghbazar, Dhaka
8. Permanent Address : Village-Ratnapur, Post-Misruparahut
P.S.- Agylzhara, District - Barisal
9. Phone & Cell Phone : 02 9337383, 01711971012
10. Blood Group : A+ (Positive)
11. Academic Discipline : Agriculture
12. Hobbies : Cricket
13. Comments : Be respectful to your clients
14. Email : mahossain2008@gmail.com



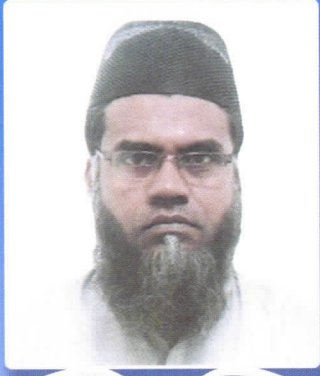
1. Name & ID : **Md. Borhan Uddin Bhuiyan**
ID No. 4515
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Sajia Afrin
5. Number of Children : (Four) 04
6. Date of Birth : 01-11-1962
7. Present Address : House No. 176, Road No. 10, Block-F
Bashundhara, R/A, Dhaka.
8. Permanent Address : Vill -Monsason, Post-Saratnagar
P.S. : Kotwali, District -Comilla
9. Phone & Cell Phone : 01711578796
10. Blood Group : A+ (Positive)
11. Academic Discipline : Social welfare
12. Hobbies : Gardening, Listening songs.
13. Comments :
14. Email : borhan4515@yahoo.com



1. Name & ID : **Md. Obaidul Huq**
ID No. 4675
2. Designation : Joint Secretary
3. Place of Posting : B.K.S.P
4. Name of Spouse : Farjana Parvin
5. Number of Children : Two daughters
6. Date of Birth : 05.05.1960
7. Present Address : Director (Adnia) BKSP, Savar, Dhaka
8. Permanent Address : Flat-2/A, Royal Palace, Plot No. 7, Block No. 14
Pallabi, Mirpur, Dhaka
9. Phone & Cell Phone : 01924926652
10. Blood Group : B+ (Positive)
11. Academic Discipline : English Liferature
12. Hobbies : Playing Cricket & Duplicate Bridge.
13. Comments : No Comments
14. Email : mdobaidulhuq@gmail.com



1. Name & ID : **Manoj Kanti Baral**
ID No. 5218
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Shipping
4. Name of Spouse : Krishna Baral
5. Number of Children : Two (02)
6. Date of Birth : 25/05/1961
7. Present Address : 'Naboneer' Building No-NHB-27, Flat-C-1
Khiljee Road, Muhammadpur, Dhaka
8. Permanent Address : Village-Sreeramkati, Post-Sreeramkati
Upazila-Nazirpur, District - Pirojpur
9. Phone & Cell Phone : 01712099830
10. Blood Group : O+ (Positive)
11. Academic Discipline : M.Sc (Horticulture)
12. Hobbies : Study of Books
13. Comments : Training starts with fear and ends with tear.
14. Email : manojbaral61@yahoo.com



1. Name & ID : **Dr. Mohd. Abdus Salam**
ID No. 5249
2. Designation : Deputy Project Director (JS)
3. Place of Posting : Bangladesh Trade Policy Support
Program, Ministry of Commerce
4. Name of Spouse : Nasrin Akter
5. Number of Children : Khalid, Galib, Fatema, Najifa
6. Date of Birth : 27 November 1962
7. Present Address : Suit No. 401/402, Elysium Rest House
11, Hatkhola Road, Dhaka
8. Permanent Address : Village & Post-Dahakula
Upazila & District - Kushtia
9. Phone & Cell Phone : 8180202 (Office), 01552308794
10. Blood Group : O+ (Positive)
11. Academic Discipline : BA Hons. MA (Economics) Ph.D
12. Hobbies : Practicing and Propagating Islam.
13. Comments : Death is unavoidable
14. Email : dpdbtpsp@gmail.com



1. Name & ID : **Md. Abdur Rouf Khan**
ID No. 5248
2. Designation : Joint Secretary
3. Place of Posting : Roads Transport and High ways Division
4. Name of Spouse : Hamida Akhter
5. Number of Children : Two (02)
6. Date of Birth : 01-07-1962
7. Present Address : 84/2, Meradia, Khilgoan, Dhaka
8. Permanent Address : 84/2, Meradia, Khilgoan, Dhaka
9. Phone & Cell Phone : 8399043, 01712187769
10. Blood Group : B+ (Positive)
11. Academic Discipline : B.Sc. Ag. (Hons), LL.B, M.A (Bangla)
M.A. (English) M.A. (Islamic Studies)
12. Hobbies : Research, Poem writing
13. Comments : 'খুঁজি যারে আসমান জমিন
আমারে চিনি না আমি
আমি কোন জন সে কোন জনা।'
14. Email : roufds@yahoo.com



1. Name & ID : **Dilip Komar Banik**
ID No. 5325
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration (MOPA)
4. Name of Spouse : Jaya Banik
5. Number of Children : 02 (Two)
6. Date of Birth : 30.06.1960
7. Present Address : Q/2, Nurjahan Road, Mohammadpur
Dhaka-1207
8. Permanent Address : Village-Nizkhamar, Post-Mirzakalu
Upazila-Borhanuddin, District - Bhola
9. Phone & Cell Phone : 01711337302
10. Blood Group : A+ (Positive)
11. Academic Discipline : Physics
12. Hobbies : To watch Cricket Games
13. Comments : No Comments
14. Email : dilipbanik60@gmail.com



1. Name & ID : **Md. Akram Hossain**
ID No. 5309
2. Designation : Joint Secretary
3. Place of Posting : M/O. Expatriates welfare and overseas Employment
4. Name of Spouse : Anyuman Ara Begum
5. Number of Children : (Two) 02
6. Date of Birth : 21 December 1961
7. Present Address : Shurari-3, Eskaton Garden Gov. Officers
quarter, Dhaka
8. Permanent Address : Vill -Uttar Baroidia, Post-Katabaria
District -Narsingdi
9. Phone & Cell Phone : 8333420 (O), 8333550 (R), 01711377384
10. Blood Group : A+ (Positive)
11. Academic Discipline : Mathematics, D.U.
12. Hobbies : Gardening and Fishing
13. Comments : Time and Tide wait for none
14. Email : akram.hossain.bcs@gmail.com



1. Name & ID : **Md. Shafiul Alam**
ID No. 5354
2. Designation : Joint Secretary
3. Place of Posting : Military Estates Office, Bogra
4. Name of Spouse : Afsana Haque
5. Number of Children : Two (02)
6. Date of Birth : 05/04/1961
7. Present Address : Military Estates Officer,
Bogra Cantonment, Bogra
8. Permanent Address : Village -Bahala, Post- Shahagola
Upazila- Atrai, District -Naogaon
9. Phone & Cell Phone : 01715059191
10. Blood Group : A+ (Positive)
11. Academic Discipline : Agril. Economics
12. Hobbies : Travelling
13. Comments : No Comments
14. Email : shafiul5354@gmail.com



1. Name & ID : **Shah Md. Aburaihan Alberuni**
ID No. 5388
2. Designation : Joint Secretary
3. Place of Posting : Law Advisor, Directorate General of Food
16, Abdul Gani Road, Dhaka-1000
4. Name of Spouse : Mrs. Shahnaj Raihma
5. Number of Children : 3 (Two dweghtirs one son)
6. Date of Birth : 01-02-1964
7. Present Address : House # 04, Road # 9/2, Block # C,
Banosree, Rampura, Dhaka-1219
8. Permanent Address : Village+Post-Julgaon
Upazila-Jhinaigati, District - Sherpur-2100
9. Phone & Cell Phone : 01711 316900, 7287979 (R), 9559656 (O)
10. Blood Group : O+ (Positive)
11. Academic Discipline : Management (DU), Law (VW), Ph.D (in Law), U.S.A
12. Hobbies : Travelling, writing books, Research
13. Comments : Training is necessary
14. Email : alberuni_5388@yahoo.com



1. Name & ID : **Syed Tawhidur Rahman**
ID No. 7348
2. Designation : Additional Project Director (Joint Secretary)
3. Place of Posting : Norip, BCSIR Campass, Dhanmondi, Dhaka
4. Name of Spouse : Mrs. Rehana Parveen
5. Number of Children : 02 (Two) No's (both male)
6. Date of Birth : 01-12-1961
7. Present Address : 235, North Shahajanpur, Dhaka-1217
8. Permanent Address : Village -Lolbaria, Post- Bejoypur
Upazila- Sadar Dakshin, District - Comilla
9. Phone & Cell Phone : 9343804 (R), 01711-810497
10. Blood Group : A+ (Positive)
11. Academic Discipline : M.S in Environmental Science after B.Sc. in Engg.
(Electrical & electronics)
12. Hobbies : Gardening
13. Comments :
14. Email : syedtawhidurrahman@gmail.com



1. Name & ID : **Md. Badrul Alam**
ID No. 7422
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Dr. Geeta Rani Debi
5. Number of Children : Two (02)
6. Date of Birth : 03.01.1960
7. Present Address : 266/2, West Agargaon, Dhaka-1207
8. Permanent Address : Village -Nittanandapur, Post- Hatfazilpur
District -Jhenidah
9. Phone & Cell Phone : 028181286, 01554198910
10. Blood Group : O+ (Positive)
11. Academic Discipline : BSS (Hon's), MSS
12. Hobbies : Music, Reading
13. Comments :
14. Email : badrul0301@yahoo.com



1. Name & ID : **Md. Abu Baker Siddique**
ID No. 7431
2. Designation : Joint Secretary
3. Place of Posting : Ministry of Defence, Ganabhaban
Complex Shere Banglanagar, Dhaka-1207
4. Name of Spouse : Selina Siddique
5. Number of Children : 02 (Two)
6. Date of Birth : 12 June 1963
7. Present Address : 159/12-C, West Shewrapara, Mirpur, Dhaka-1216
8. Permanent Address : Village-Kawertaky, Post-Poradia
Upazila-Belabo, District -Narsingdi
9. Phone & Cell Phone : 02 8090218, 01712191053
10. Blood Group : B+ (Positive)
11. Academic Discipline : Economics (Hons, Masters)
12. Hobbies : Watching TV, Reading
13. Comments : Going back to youth
14. Email : absiddique119@gmail.com



1. Name & ID : **Ajit Kumar Debnath**
ID No. 7465
2. Designation : Joint Secretary
3. Place of Posting : MOPA (O.S.D. for Training)
4. Name of Spouse : Rekha Rani Debi
5. Number of Children : One son 1) Arnob Debnath
One daughter 2) Aporajita Debnath
6. Date of Birth : 13-03-1963
7. Present Address : 4/301, NAM Garden Officers Qtrs. Mirpur-13, Dhaka-1216
8. Permanent Address : Village-West Kanda Para, Post+Upazila-Narsingdi
District - Narsingdi
9. Phone & Cell Phone : 01553431125, 02-9021094 (Res.)
10. Blood Group : B+ (Positive)
11. Academic Discipline : M.Com. (in Accounting) Dhaka University
12. Hobbies : Reading Books & journals, Travelling and
Enjoying drama T.V.
13. Comments : Honesty, integrity, Morality and courage are
prerequisite for socio-economic development
of a country.
14. Email : ajitdebnath.dmtbf@gmail.com



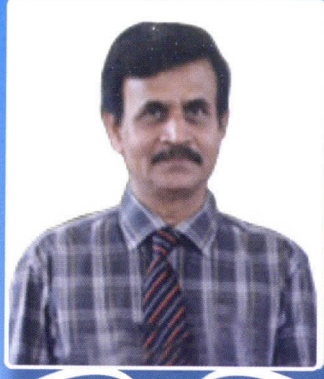
1. Name & ID : **Md. Afzal Hossain**
ID No. 7478
2. Designation : Joint Secretary
3. Place of Posting : Rural Development & Cooperatives Division
Ministry of LGRD & Cooperatives
4. Name of Spouse : Dewan Nasima Sultana
5. Number of Children : 03 (Three)
6. Date of Birth : 20-05-1963
7. Present Address : House # 39, Road # 08, Dhanmondi R/A
Dhaka-1205
8. Permanent Address : Village-Chhoto Boali, Post-Shivalaya
District - Manikgonj
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3. Place of Posting : Ministry of Public Administration
4. Name of Spouse : Arpana Debi
5. Number of Children : a) Daughter : Trina Bhowmick
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6. Date of Birth : 7th June, 1959
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Writings

Rural Advancement Program: Thinking of New Dimension

Md. Afzal Hossain

Bangladesh is a rural and agriculture-based country in South Asia. Its backbone is agriculture because of 70-80 % of people of this country directly or indirectly depends on agriculture. So policy makers and development planners have accorded top most priority on the development of rural sector. They have pursued strategies for ensuring governance at the micro level as a potent way of promoting rural development. Local governance is to be conceived in terms of structural institutional and resilience as the framework of desirable socio-economic changes in rural communities. To attain these, institutional intervention must be responsive to the needs of the rural beneficiaries. A comprehensive network of organizations at various operative units both formal and informal is required to share onerous responsibilities of utilizing available resources to maximize feedback and ensure net achievement.



Rural development as a concept: Rural development may be conceived as an important aspect of development intervention. As a concept, rural development has a number of reference points for community organization and institutional intervention. To put it squarely development of rural sector seems to the fundamental function of public administration community participation and voluntary action of NGOs.

The present concept of rural development is full of humanitarian ideas as a tilt to the poor as the target beneficiaries. The whole range of the program fold is related to the improvement of policy environment in economic, social, political and administrative aspects putting the last first - ie. rural poor. The big challenge of development has to be faced with community involvement and institutional support. The rural poor needs to be approached directly keeping in mind the values of participation and " view from below ". Local level planning may well as bonfide peasant's participation in allocative decision.

However the concept of rural development is all embracing encompassing multidimensional facets of rural life. Conceptually, rural development is interdisciplinary relating to economics, political science, public administration, public health, business management, co-operative, credit, community operation, calculation and other fields. The concept of rural development is to be interpreted as organizational syndrome that enables us to understand how the community of people is organized, how resources are mobilized and how participating values are reflected in real life operation. The concept of rural development is to ameliorate the conditions of the vast majority of the population that reside in countryside.

Different dimensions of Rural development : Rural development is difficult to define as a concept of micro-level promotional activity. Based on the perusal of a vast collection of literature on the subject under study it presents the following dimensions of rural development as a concept:

- a. Rural development as poverty reduction;
- b. Rural development as agricultural development;
- c. Rural development as ruralization of development;
- d. Rural development as peasantization of development.

New dimension of rural development

a) Development of marketing channel for agricultural products:

In Bangladesh different NGOs are working on the first two concepts. Due to different drives taken by the government through different agencies and NGOs we observe a significant development in reduction of poverty specially in rural areas and development in agriculture specially productions of different crops have been increased to some extent. Due to development agriculture sector and increase in production of different varieties of crops, our country have attained food sufficiency. Not only that we are exporting some rice to the neighboring countries. But the problems lie in other area. If you talk to the farmers of any area of the country, definitely you would be able to realize the problems ie. the farmers are not getting fair prices of their crops specially in the harvesting period.

In our country, there are 4 categories of farmers-rich, middle class, lower middle class and marginal farmers. During harvesting period, the marginal and lower middle class farmers are bound to sale a significant portion of the products for repayment of debts and for purchasing other essentials. In some cases they do not get even their production cost which pushing them under the category of poor. This situation is not favorable to sustainable agriculture production. So we have to think about them. It can be solved by developing marketing channel by a community development program through cooperatives to which the government may give support by providing loan, vehicles or by developing cooperative markets throughout the country where fair price will be ensured for the farmers . In this area, the NGOs also can play a supplementary role. During our visit to BRAC-CDM at Ashulia, Savar from the 71st senior staff course under IDO visit program I gave a proposal to BRAC authority which was responded by them and assured that they will do exercise on this issue.

b) Developing pilot cooperative agriculture farms:

In our country, modern agricultural equipments cannot be used due to small size of plots and multi ownership. For making small plots, the demarcation lines take huge amount of land. On the other hand, all the farmers cannot use insecticides to

their crops in due time. The rich farmers usually can take care of their corn fields properly, but some marginal farmers beside the plot of rich farmers cannot use insecticides in proper time. As a result, the insects in poor farmers' plot frequently attacks the crops of rich farmers' plot. Due to this practice, the total production of large area of field are affected to some extent. To overcome these problems, cooperative farming can be started. But all the farmers may not cooperate this initiative. So initially some pilot cooperative farms can be developed where all sorts of mechanization can be applied with the assistance of government and NGOs. Under these farms the members of cooperatives will arrange carrying vehicles and make connectivity with the cooperative markets. This process can increase the productivity of our lands and ensure the fair price of the products of farmers.

c. Rural entrepreneurship development among housewives:

For income generation, some entrepreneurship activities can be extended by developing community based enterprises. Under this program the housewives in the village areas can take some food processing initiatives or they can involve themselves in making handicrafts like OTOP (One Tambung One Product) Program of Thailand under the EBK (Ekti Bari Ekti Khamar) project of the government. In this initiative one community leader can be chosen from different areas and they will be given proper training. After developing a community, the government and NGOs can assist them in the form of training, loan, quality control of products, exhibiting the products and grading of them. In this case the cooperative market can help them in purchasing their products at fair prices. If necessary the community leaders can be sent to Thailand for training on OTOP. It can be mentioned here that the OTOP is very successful community development and income generating program in Thailand. Our honorable Prime Minister's Vision is to make our nation a middle income country by the year 2021. To make this vision successful all citizens of the country should work together and the civil servants should take initiatives for assisting them. If we work together, Inshallah, we will overcome very soon and vision 2021 will be successful in due course.

¹ The writer is a Joint Secretary to the Government of Bangladesh, Posted now Rural Development and Cooperative Division, Ministry of LGRD & Cooperatives

Climate Change: A Great Threat to Humanity

Dr. Pear Mohammad¹

We are the inhabitants of a single planet named Earth and climate is the most important factor of this Earth which determines the fate of living bodies residing on it. Moreover, the Earth climate is not static. Over the billions of years of Earth's survival, it has changed many times to response natural causes like volcanic eruptions, changes in the Earth's orbit, the amount of energy released from the sun and ocean circulation. However, Climate change has now become an issue of global concern. Virtually, Both natural and anthropogenic causes are liable for changing the climate and it means the changes in climate factors like humidity, temperature, precipitation, wind velocity, water flow and dew or fogs. However, when people talk about climate change today, they mean the changes in climate factors due to human activities like burning of fossil fuel, deforestation, reforestation, urbanization and desertification etc.



The rapid and unprecedented climate change over the last few decades placed the whole world under the threat of green house effects. The carbon dioxide gas concentration has increased in the atmosphere by about 40% in the recent years. The concentration of Water vapor, Methane, Chloroflouro Carbon, Ozone and Nitrous Oxide gases are also increasing. The excess presence of these gases in the atmosphere contributes to green house effects. The most apparent green house effects are: rising of temperature, ice melting, frequent flood, drought, tropical storm, heat waves, forest burning, degradation of ecosystem causing biodiversity losses, increase disease and pest infestation for both plant and human being, soil erosion, cyclones, salt intrusion, cold days, cold nights and more frequent hot days and nights, attack of Tsunami, Katrina, Sidor and Aila, irregular precipitation, sea level rise, decreases in crop yield, decreases in forest as well as livestock and aquatic products and so on which are threatening the livelihoods and socio-economic conditions of the people in the world as a whole. This means that these effects have no territorial boundary and thereby it is the problem of the globe indeed. Despite insignificant contribution towards climate change, Bangladesh has become one of the worst victims of climate change. Especially, the people living in the river islands, hilly areas and cyclone-prone coastal belts of Bangladesh are more vulnerable to natural disasters. This disaster may cause millions of environment refugees in Bangladesh. How devastating the scenario is! Nuclear bomb explosion can cause the destruction of civilization but climate change effect can also not be ignored.

Scientists have proved with sufficient evidence that this rapid change is to a great extent due to indiscriminate human actions over time. Research shows that if temperature keep on increasing at present rate, the sea level will rise gradually. One meter rise in sea level will result in almost 7% loss of landmass in Bangladesh. Consciously or unconsciously we are causing continuous damage to the nature. High density of population, deforestation, unplanned development / industrialization, exploitation of ground water, excessive use of fossil fuel, lack of awareness, dependents on donors prescription are some notable causes of climate change. World community is yet to successfully combat the challenges of climate change. One of the main reasons is that not all the nations have equally affected by and vulnerable to climate change. Even within a single state all the regions have not the same degree of vulnerability. This difference leads to perceive the issue by different countries from their own national interest perspectives. Viewing this global problem from national perspective and short term benefit caused insignificant success in international dialogue.

Time has come to realize that sustainable development is not a privilege- it is a right. To enforce this human right equal opportunity and equitable access to resources must be ensured on the basis of mutual respect. Sharing knowledge among countries will enable the developing countries to address the dual challenges of climate change and poverty effectively. The Impact of Climate change is becoming the biggest humanitarian challenges on earth which should be addressed globally by sharing skills, knowledge and resources for ensuring equity, human rights, and environmental justice for sustainable development under global governance system.

Let us acknowledge, " Save the earth, we have only one planet." to live in and no scope to shift to other planet. We should think, therefore, for this world. Firstly, we could be refrained from the activities causing climate change and secondly, we can take steps to adapt to the changed climate. If the change remains unchecked, the future of the earth, as a whole, will be at a stake, let alone Bangladesh. Considering it as the biggest humanitarian threat all countries should work together to address this problem. Bangladesh along with other countries has already taken some initiatives for this purpose. We hope that the nation will, as happened always in the past, triumph over the present and yet to unfold adversarial situation. Let us do something from our stands to keep our globe safe where our sweet kids will laugh forever.

¹ The writer is a Joint Secretary to the Government of Bangladesh, Posted now Ministry of Public Administration

Food adulteration and my experience at HawaiiAirport

Muhammad Mustafa¹

During the past few years, food adulteration has become a serious social problem in Bangladesh. Now almost all kinds of food - fruit, vegetable, fish, meat, dried fish, milk, milk-powder, sweetmeat etc are adulterated and contaminated with harmful chemicals. In fact, even baby food and life- saving drugs are not spared. Some of the known chemicals used for food adulteration are: carbide, formalin, aldrin, DDT, melamine, sulphuric acid, plant hormone, antibiotics, pesticides, chemical dyes etc. I am sure, everyone will agree with me that if this pervasive food adulteration problem is not handled with an iron-hand and solved within the shortest possible time, it will become a huge crisis in public health sector of Bangladesh.



If we look back at our society we see that the malpractice of food adulteration also existed in the past, but it was not so serious and rampant as it is today. I remember that in the sixties of 20th century, we could see sanitary inspectors of Public Health Department paying surprise visits to the rural markets. They would normally examine milk with a lactometer to identify whether water was mixed with it. In some cases, adulteration in the milk could be identified and then the inspector would fine the adulterators and also destroy the product. Till the end of the 20th century, our food items were almost adulteration-free, although use of DDT in the dried fish and growth hormones in pineapple etc were known in some cases. Later, with the advent of the 21st century, we came to know about the use of carbide in fruits like - mango, banana, papaya, guava, pineapple etc for artificial ripening of those fruits. Then 5/6 years back, we came to know about the use of formalin in fruits and vegetables for longer time preservation and keeping those items fresh.

But till then, the use of formalin in fish, meat, milk, imported fruits like -apple, grapes, orange was not known. Now the situation has worsened to such an extent that one can seldom get any fresh fruit, vegetable, fish, meat, milk and other primary or secondary food items free from adulteration and contamination. The puffed rice, which is a non-perishable item, is also adulterated with urea, sodium hydroxide etc. Interestingly our staple food rice is also contaminated in some cases with harmful chemical substances which we do not know about. It was revealed very recently at the HawaiiAirport by a customs officer while the writer was passing through the airport and carrying 2 kilograms of 'Miniket' rice for his own consumption.

The story is as follows:

On 27 May 2014, I was going to Hawaii, USA to attend a month-long training program on "Comprehensive Crisis Management" at the Asia Pacific Centre for Security Studies (APCSS). Before leaving Dhaka, I met one of the APCSS's alumni in Dhaka who advised me to carry some rice, sugar, pulses, and spices with me as the trainee officers would

have to cook their own food during their stay in Hawaii. Accordingly, I took a little sugar, some pulses, spices and 2 kilograms of 'Miniket' rice in my baggage. I flew to Hawaii via Bangkok and Narita and reached Hawaii Airport at 7.30 in the morning of 28 May. On my way to the baggage belt, a smart immigration officer came forward in my help as requested by the APCSS's protocol officer. I followed him to the baggage belt and he requested me to pick up my baggage which was in a queue. When I picked up my baggage, a customs officer came forward with a dog belonging to the dog squad. The dog was sniffing and moving around my baggage. Then the customs officer asked me, "Sir, do you have any food item in your luggage?" I replied, "Yes, I have". On being requested, I opened my baggage and the customs officer picked up the pack of 'Miniket' rice from among other few food items. Then he took me to his room and requested me to wait there for a few minutes as he went out with the pack of rice. After about 10 minutes, he came back with the pack of rice and said, "Sorry, your rice is contaminated with some sort of chemical, so we can't allow you to carry it to your hotel". Finally, I left the airport for my hotel in Hawaii leaving the pack of 'Miniket' rice behind. On my way to the hotel, I was thinking what the problem was with that rice which the majority people of Dhaka city consume. Later, I thought that our millers of 'Miniket' rice might have mixed some sort of chemical with that rice for making it more shiny, or that rice might have contained the residue of pesticides used in its production process, or it might have contained arsenic. However, whatever problem the 'Miniket' rice was having as mentioned by the US customs officer at Hawaii Airport, that should be identified by our quality control agencies for the greater benefit of the people.

Information about the 'Miniket' rice at the Hawaii Airport was an eye opener for me as till that day I did not think about contamination of rice, the principal food item of Bangladesh. I must thank the customs officer of Hawaii Airport who showed his sincerity and dutifulness in detecting something wrong in the 'Miniket' rice and not allowing me to consume it. It may be mentioned here that the customs officer at Hawaii Airport could have avoided it, as the rice in question would not have been used by any US citizen. He did it as a part of his duty and responsibility.

Now if we turn our eyes to our country, what do we see? We see that tonnes of contaminated food items - fresh fruit, dried fruit, fish etc are imported into the country without any restriction. Just a few weeks back, 2 vernacular dailies reported that some businessmen imported 12 containers of 'Chandina' fish (Hilsha like fish) from Bahrain and Oman. The report mentioned that those fish were containing harmful chemicals like cadmium, despite that, our customs authority at Chittagong Port cleared the consignment for public consumption. Here I do not want to compare the sincerity, honesty and patriotism of the customs officer at Chittagong Port with that of those of Hawaii Airport, but what I sincerely expect is that every citizen of the country should play his due role imbued with honesty and patriotism, and only then the country would be able to eliminate food adulteration and contamination from our society.

¹ The writer is a Joint Secretary to the Government of Bangladesh. The article was published in the Financial Express on 11 October, 2014 while the writer was a Deputy Secretary at the Ministry of Food, Government of Bangladesh

Vision 2021 and role of the Civil Servants.

Manoj Kanti Baral

Vision 2021 was the political manifesto of Bangladesh Awami League Party before winning the National Election of 2008. It stands a political vision of Bangladesh for the year of 2021, the golden jubilee of the nation.



Bangladesh is going to celebrate its 50 years of Independence in the year 2021. The objective of preparing Bangladesh-Vision 2021 is to try to present a framework of a future Bangladesh that reflects the hopes and aspiration of the citizens of the country for an economically inclusive and politically accountable society. The vision proposes a set of concrete measures to achieve eight identified goals by 2021 through implementation of a number of short and medium-term initiatives and interventions. These goals are to become a participatory democracy, to have an efficient, accountable transparent and decentralised systems of governance, to become a poverty free middle income country, to have a nation of healthy citizen, to develop a skilled and creative human resources, to become a globally integrated regional economic and commercial hub, to have environmentally sustainable and to be a more inclusive and equitable society.

Now it is a mission and vision of Bangladesh that before making the golden jubilee of independence, it will be a middle income country where poverty will be drastically reduced. Citizens will be able to meet every basic need and development will be on fast track with ever-increasing rates of growth. The milestones of vision 2021 has been incorporated in the NSAPR (revised)-11 and become the core target of all development program. Some of the milestones of vision 2021 are as follows:

- 1) 100 percent net student enrolment at primary level.
- 2) Supply of pure drinking Water for the entire people.
- 3) Self sufficiency in food.
- 4) Each house brought under hygienic sanitation.
- 5) Bangladesh attains full literacy.
- 6) Living accommodation of the entire population.
- 7) Unemployment reduced to 15 percent from 45 percent at present.
- 8) Bangladesh known as a country of educated people with skills in information technology.

- 9) 85 percent of the population have standard nutritional food.
- 10) Poor people ensured a minimum 2122 kilo calories food.
- 11) All kinds of contagious diseases eliminated.
- 12) Infant mortality comes down to 15 from 54 percent per thousand at present.
- 13) Maternal death rate reduced to 1.5 percent from 3.8 percent.
- 14) Use of birth control methods increased to 80%.

Civil servants play a vital role for the growth and development of a Country. Elected representatives of the people can give direction or formulate policy on the total national advancement but the professional part of doing the job lies upon Civil Servants. They can play an important role for the socio-economic development of the County especially for the disadvantaged group. Civil Servants play a vital role in working all areas of social sectors and thus successfully contribute to reduce human poverty.

Civil Servants have to undertake the very most suitable activities to contribute achieving vision-2021. They have to priorities activities focusing on disaster, poverty and monga prove areas. NGOs can play a remarkable role to achieve targets of vision 2021. Public representatives, local Govt. Organizations are the integral part of development. Civil Servants along with NGOs and other developing partners are the key elements for achieving the milestone of vision 2021.

The outlined perspective plan of Bangladesh (2010-2021) making vision 2021 a reality is a strategic articulation of the development vision mission, goals and objectives towards the Digital Sonar Bangla in 2021.

Vision 2021 envisages that by 2021, Bangladesh will reach a trajectory of high-performance growth supported by advanced and innovative technology with process of Communication stabilized, income and human poverty brought to minimum, health and education for all secured and capacity building combined with creativity enhanced, social justice established, interpersonal and regional income disparity reduced, all form discrimination eliminated. Participatory democracy firmly rooted, and a capacity to tackle the adverse effects of climate change achieved. Information and Communication technology will take the Country to new heights of excellence, bringing a new "Digital Bangladesh" identity. It is a dream and solemn expression of Bangladesh to be prosperous by 2021. Civil Servants-the brightest sons of this soil will make the dream a reality by 2021. Positive and active role of the Civil Servants is the key factor to achieve this milestone.

¹ The writer is a Joint Secretary to the Government of Bangladesh, Posted now Ministry of Shipping

Ethics in Public Service Delivery in Bangladesh

Shah Md. Aburaihan Alberuni

1. Introduction:

Ethics, in normal terms, deals with people's and public servants moral duty and obligations. Ethics in civil service in particular is a matter of great importance. Ethics can direct civil servants as to what they should and shouldn't do. In any country, ethical behavior by civil servants is necessary for effective and prompt service delivery to the citizens. To understand and evaluate the effectiveness and efficiency of a civil service, it is vital to analyse the notion of ethics and the factors that influence it.



We can say if a person behaves ethically this can have positive effects on society. In this connection, Balogun (2001:29) states that public morality is itself an aggregate of individual ethics. This study makes manifest the necessity of ethics in public service delivery in order to obtain good governance in Bangladesh.

Ethics can direct civil servants as to what they should and shouldn't do. In any country, ethical behavior by civil servants is necessary for effective and prompt service delivery to the citizens. To understand and evaluate the effectiveness and efficiency of a civil service, it is vital to analyse the notion of ethics and the factors that influence it.

Establishing ethics in public service delivery is precondition of good governance

Chopra defines good governance as unambiguously pursuing these (cited in Sekhar, 1999:103). Moreover, governance is the process of decision making and the process by which decisions are implemented (UN ESCAP, 2003a). An ethically sound civil service can contribute efficiently to the decision making and implementing process. In fact, without the effective participation of civil servants, good governance may not be ensured. So, for a sound and dynamic public service, ethical practice should play a considerable role in its efforts towards the betterment of a country.

Generally, an ethical framework blends several elements of good behavior. These might be incorporated into one single law or into different laws and regulations. But the extent to which these laws are followed by the employees in a country might point to how successful a country is in achieving good governance. The civil service as an organization usually implements the government's policy decisions. So, the ethical and effective participation of public employees can improve services to citizens. The Manila Declaration on Governance states that the achievement of good governance requires the development of a strong ethical structure that will foster the integrity of official activities rather than promote mere legal compliance, the reduction of opportunities for corruption, the establishment of ethical standards,

and the provision of appropriate guidelines and broad codes of conduct.

In the arena of public administration as well as ethics in public service delivery the notion of service is well established. In fact, developed countries like the United States, the United Kingdom, Canada, and Australia are well ahead in legislating and practicing civil service ethics in comparison to developing countries like Bangladesh.

2. Objectives of the study: Study the ethical practices of Public service delivery in Bangladesh as a developing country. Explore the impact and major trends in civil service ethics in towards good governance including the impact of recent reform agendas. Examine factors which have positive and negative influences on ethics in Bangladesh.

3. Rationale of the Study: The main proposition of this study is that a positive attitude towards ethics in public service delivery in Bangladesh. This proposition is analyzed through a comparative study of civil service ethics in Bangladesh.

4. Data Analysis and Discussion : The important primary information regarding the selected case is collected from key informative, executives, related employees. Beside this direct observation and field visit of selected site was done to get clear picture of various aspects and those relevant to public service delivery. It helped to observe the actual situation and to know people's view about the ethics of public service delivery.

5.1 The Impact of Ethics in the civil Service : After analyzing the data it is revealed that the civil service is inevitably involved in the decision making process of government. Ethically motivated public officials can provide better service and thereby help to attend the development goals of a government and boost the national economy. Moreover, ethics help public officials maintain a disciplined approach to their activities.

Aminuzzaman (1996:14) found that an understanding of the ethics of public office and public bureaucracy is pivotal in the practice of democracy. In fact, a civil service that has strong ethical guidelines can regulate public servants by constantly questioning, what should be done in the interest of citizens well being. Thus, codified standards of conduct have become a popular vehicle for clarifying minimum expectations about acceptable behavior. In addition codes of ethics not only guide the behavior of employees but also curb the autocratic power of employers.

The ethical conduct of public officials has implications for the welfare of the citizens of a country. Generally, a public official's core responsibility is to preserve the trust of citizens. Breaches of codes of ethics by public servants may have detrimental effects on the government's success and therefore on citizens. well being. Alternately, ethics can ensure the commitment of government towards people's interests by

regulation and maintaining the right conduct of public officials. Uhr holds that ethics are not an issue in all administrative decisions and not every exercise of official or personal discretion involves the consideration of ethical issues. Rather, ethics provide the basis for judging what is the right conduct for promoting the good of others, in preference to self-advantage.

Questions may appear in the mode of practice or in the introduction of ethical codes of conduct in the civil service, such as what benefits the society will derive if bureaucrats are of moral values and of ethical conduct. Questions regarding ethical practice in the civil service should be made clear, if not officials may not respond in a desired manner and that may have negative consequences for good governance.

5.2 Ethics as a Driving Force of Good Governance : Study showed that nowadays, people expect quality, efficient and effective service from the government in every sphere of their lives. The Government, as the biggest service provider in most countries, still depends more on the public sector than on the private sector. This is because public sector agencies are mostly responsible for the implementation of government policies and other major developmental initiatives. In the interests of good governance, it is important to consider the issue of ethical conduct in the civil service.

According to UN ESCAP An ethical good governance has eight major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. Among these, this study adopts the view that ethical conduct or behavior is the primary one. And ethically rich public service can easily help the government to promote good governance in a country. In reality, good governance requires fair legal frameworks that are enforced impartially.

In Bangladesh, Article 133 of the Constitution state that Parliament may by law regulate the appointment and conditions of service of persons in the service of the Republic. This is a good base from which to legislate and practice ethics in the civil service of Bangladesh. However, though the Bangladesh Civil Service (BCS) has a long history, unfortunately no definite ethical practice guideline can be found. Regarding ethical practice in Bangladesh, Alam (1997) argues that ethics is rarely mentioned Bangladeshi culture and most people are unfamiliar with a secular concept of ethics. In fact, ethics, according to them, is related to religion and is required for a journey to Jannat or Heaven, for those who believe in it.

5.3 Unethical Behavior : Research found that the following activities are generally considered unethical:

- I. bribery, graft, patronage, nepotism
- II. conflict of interest, for example, financial transaction to gain personal advantage
- III. misuse of inside knowledge, for example, favoring relatives and friends in

awarding contract, arranging loans, accepting improper gifts and entertainment, acceptance of private employment after retirement.

IV. protecting incompetence

V. the use of and abuse of official and confidential information for private purposes.

6. Causes Of Unethical Behavior or Results : The causes of unethical behavior may be grouped into four major categories; the political, the psychological, the socio-economic and the administrative

6.1 Political Environment : Public employees are put under strain to a greater or lesser extent by the pressures exerted by politicians and by influential citizens who seek special or speedy favour. Govt. Employees are forced to buckle under either the pressure or temptation and act in such a manner which is contrary to established laws and regulations. The officials may rationalise their behavior by saying that they have acted in the best interest of the dominant political authority. Government servants, who are not obliging enough, soon find themselves in trouble. The power of transfer may be used to harass an officer. On the other hand many officials use political influence. They exploit the weakness of the political masters for their own personal advantage.

6.2 Psychological Environment : The prevailing value system of the community is the mirror of the expected behaviour of public employees. If the prevailing attitude tends to condone what otherwise might be viewed as corruption or special privilege, then public employees should not be expected to behave much differently from communal norms.

6.3 Socio-Economic Environment : Materialistic wave of life has brought an age of declining social and moral standards. Pursuit for wealth at any cost becomes the order of the day taking advantage of the weakness of the government. One should not expect employees in government to remain immune from such activities. For every bribe taker, there generally is a bribe giver. For every public official who goes wrong, there is at least another private citizen who has helped him in that direction.

Public officials who are in-charge of regulation of goods and services continue to face temptation. The increased regulatory authority creates various opportunities for money making as for instance in connection with permits, contracts for construction, granting import-export business, collecting customs and other duties

6.4 Administrative Environment : The indifference of superior officers about the existence of maladministration under them may cause public servants to resort to corruption. Any slowness of the administrative machinery contributes to the contribution to corrupt environment. Other causes of corrupt environment are: lack of mechanism to hold individual public officials accountable for their actions, good prospect of avoiding punishment even when caught engaged in something illegal. Corruption can exist only if there is someone willing to be and someone capable of corrupting.

7. Ethical Crisis In Civil Services : There is a perception to-day that the proportion of corrupt administrators has significantly increased over the years and that corruption has become much more rampant and perhaps blatant among the higher levels of administration. Ethical crisis in civil service can be characterized by identifying four types of corruption practices like unethical behaviors. There are as follows.

7.1 Types of Corrupt

Selfish

The first type of the corrupt bureaucrats whose only value is to look after themselves. Their primary purpose is to amass wealth and influence. They are otherwise efficient and effective and they use their ability to appear indispensable to their upright bosses. The fact that they efficiently and without question willing to carryout instructions often makes even honest superior bosses to ignore their corrupt habits.

7.2 Assist to Corrupt : The second type of the corrupts do not indulge themselves in corrupt practice for personal gain but they collaborate the corrupt. They do not obstacle then corrupt superiors and subordinates. They talk about being practical or blame the system. They argue that their bosses are powerful as are their subordinates. Surprisingly they do not see themselves as a boss and a subordinate that they so readily recognize. In any case they become beneficiaries of corruption they collaborate with.

7.3 Silent or not fight : There is also a class of apathetic officers who though refuse to participate in corruption are not willing to fight it. Such officers are erstwhile fighters who have been beaten down and become cynical. They continue to be public servant without serving the public. They take their due from the public without in return giving the public its due.

7.4 Highhandedness : The forth category of public officials who subvert the system by acting as if they are above law. They arrogate to themselves to act extra legally in pursuing what they to consider to be public interest.

Also some other causes also which are:

- i. **Acceptance of Gift and Entertainment:** This may begin in a very innocent form, such as the offer of a cigar. From a cigar, the gifts lead to liquor then to dinner and expensive entertainments.
- ii. **The Sale of Influence:** There is a final abuse against which officials should guard. That is the practice for leading members of government to resign and then almost immediately appear as a well paid legal representative of private agencies which are doing business with the government. These men are not hired merely for their ability and knowledge but also for their influence. Those who engare them believe that their past connections would help the private employer to obtain more favourable action than would otherwise be possible. It is desirable that after a man has resigned from a leading position in government, a decent

interval of time such as two years should elapse until has appears before it as a representative of a private client.

8. Recommendations : A number of measures can reduce and prevent corrupt practices and unethical behavior. which are following :

8.1 Public Duty and Loyalty : The first duty of a public servant is to give his undivided attention to the public service at all times and on all occasions when that service has a claim upon him. He should do a full day's work for a full day's pay. He should do nothing which would create in the mind of the ordinary citizen a lack of confidence in the honest and impartial administration of service.

8.2 Self Improvement : An officer may serve the government and the people in two ways (a) what he is and (b) what he does. Unless the officer is good, his performance may or may not be good. Therefore the first obligation of an officer would be to himself and he must make sincere and honest endeavours in self improvement. Every employee shall ensure that he has an adequate understanding of laws, regulations and decrees pertaining to his department and shall administer them to the best of his ability and with fairness to all.

8.3 Better Pay

The public officials should be better paid and they will not be tempted to betray their public trust of private interests. The emoluments should be comparable with that of employees in the private sector doing similar work.

8.4 Changing the system : Young civil servants are pressurized from the first day in the job, to compromise. Seniors advise them to be "practical" and "realistic" and not to be difficult, either co-operate and nothing untoward will happen to you or resist and you will be harassed and humiliated without any respite. If they think of some upright officers they are told what was possible then is no longer possible to-day. With such pressures, day after day, many break & then withdraw into an apathetic passivity where they keep their respect by not personally benefiting from their compromises. Others indulge themselves in corrupt practices. The few who refuse to break are harassed and humiliated and become demoralized. What can be done to change this system? To fight against these evils the laws and the institutions designed to control corruption and lawlessness should be strengthened.

8.5 Targeting the Individuals : System must be changed so that they become inhospitable to the corrupt and supportive of the honest. However changing the system is not enough. Ultimately the system is operated by individuals. Actually the individual is more important than the system for it is easier for good individuals, if they are enough of them to improve even a bad system. Therefore it is important to ensure the right types of individual enter and remain in the government.

8. 6 Recruitment of Right employee as well as civil officials : Public servants, at various levels are mainly selected through written test and an interview. The interview

is meant to assess the personality, variability, general knowledge and analytical capacities. What is missing all this is an assessment of candidate's character. It is important to assess the character and value system of the candidate. Such testing would not be a full proof but it would certainly go a long way in reducing the number.

8. 7 Training Programme : Public service training programme should deal with ethical issues and conduct. Special course can be designed. The aim of such training is to strengthen a sense of service and dedication to the community and a view of public service as a noble profession.

8. 8 Disclosure of Income : Disclosure of income of individual employees is a powerful deterrent from improper conduct. Everyone prizes his good name more than he does a fortune. Most men go wrong because they think they can commit shady acts in private which will not be found out. If they know their income would be scrutinized, few would wrongfully take money.

9. An Ethical code might set up for Public Officials as well as employee

9.1 Guideline: To achieve a high standard and to prevent and discourage the occurrence of unethical activities, public servants must know what those activities are and what remedial action may be taken against infractions. A set of ethical guidelines serves the purpose. The main aim is to help them identify what is permissible and what is not and to indicate possible course of action when the impermissible threatens or comes to knowledge.

9.2 Disclosure of Confidential information: A public employee shall not disclose to any member of the public, either orally or in writing any confidential information acquired by virtue of his position.

9.3 Simple living and honesty: A person who wants to lead a comfortable life should not take government service. Is it possible for the officers to lead honest life? Yes, it is possible, provided the officers want to lead a simple life. Public servants should not as a matter of fact live on a lavish scale which is grossly disproportionate to that of the great mass of citizens. The government officials should actually get a great deal of satisfaction in joy of service and the honor attached to unselfish labour.

9.4 Conflict of Interest: A public office is a public trust. All employees like other citizens are subject to the laws of the nation. A public employee shall not engage in any transaction or have a financial or other personal interest which is incompatible with the discharge of his official duty.

9.5 Good manners: The public servants must have balanced and cool temper. The people have the right to be treated well with fairness, respect, dignity and proper courtesy.

9.6 Punctuality: All categories of employees have to be meticulously punctual in attending offices so that the service receiver may get desired service timely and smoothly.

10. Conclusion : Public service ethics is a contemporary issue relevant to better governance and public service delivery. Crisis in public services have increased concern about rethinking the role of public employees. This study identified the Public Service as an institution in itself, and consequently the relevant legal frameworks of ethical codes have great significance in improving the quality of the services that ensure better governance. If ethics is legally protected in the public service institution, it must have a positive impact towards people's betterment. Also, factors like corruption have severely impeded the development of governance through the encouragement of bad behavior among public servants. In this study, it is apparently observed that corruption in the public service is one of the major grounds of poor governance in Bangladesh. Absence of an appropriate comprehensive ethical code makes many public servants vulnerable to corruption. In Bangladesh, whatever rules and regulations are applicable to the public service employees, very inconsequential application and follow-up action has been observed. So, widespread corruption and unethical behavior is the usual practice of public servants in Bangladesh. Bangladesh has legislation to establish an Ombudsman but this is yet to be implemented. It is quite strong enough to promote ethics in the public service delivery towards good governance. Also, similar to Bangladesh the recent decision for the establishment of a Counterintelligence Unit against police misconduct is a positive step to encouraging good behavior among the police. In fine, establishing ethics in public service delivery is very important for a good governance as well as better services to citizens.

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Poems



ভালবাসার গল্প

শাহ মোঃ আবুরায়হান আলবেরুনী

আমি ভালোবাসি তোমায় এ চিরন্তন অভিব্যক্তি
তবে মধুর স্মৃতি, সুখ স্মৃতি ভালবাসার নাম
সাত সমুদ্র তের নদী পেরিয়ে চীন সাগরের
বালুকা বেলায়, পীত সাগরের অববাহিকায়
আমি তোমাকে দেখেছি সুন্দরের নীলিমায়।
মাঝে মাঝে নিদ্রাহীন রাতের প্রকৃতি দেখি
বাতায়ন পাশে গুবাক গাছের ডালে নীল
শালিকের পাখায় তোমার ভালবাসা দেখি,
হিমালয়ের চূড়ায় কত দুঃসাহসিক আরোহী
অহরহ আসা যাওয়া করে এভারেস্ট
জয় করবে বলে নিরন্তর তাহাদের সাধনা।
কিন্তু ভাল বাসার মানুষটির মন জয়
করা হিমালয়ের সর্বোচ্চ জয়ের সাথেও
তুলনা চলে না। উত্তর মেরুর গহীন কোণে
অথবা দক্ষিণ মেরুর পেঙ্গুইন নামক
বরফ জাতীয় প্রাণির আনা গোনার মাঝে
আমি ভালবাসা খুঁজে পাই তোমার ভিতর।
সত্যি এমন একটি মানুষ আমি খুঁজে পেয়েছি,
তুমি বৈশাখি অদম্য হওয়ায় আমার
সাথে ভেসে এলে, মিলে মিশে
আমার জীবনের সাথে একাকার হয়ে গেলে;
আমি এখনও তোমার সাথেই আছি, হে প্রিয়তমা,
তুমি আমার ভালোবাসার পিদিম জ্বালিয়ে রেখেছো,
তুমি আমার ভালোবাসার গল্প।



এভারেস্ট কাব্যের নায়ক

মোঃ আব্দুর রউফ খান

সোনালী রোদ জ্বলমল করছে
বরফ ঢাকা এভারেস্ট চূড়া
ষাট মাইলের অধিক গতিতে ছুটে থাকা
বাতাস এবং বিপুল ঠান্ডা
হাড় মাংসে কাপন ধরায় দেয়।

১৯৫৩ সালের ২৯মে উচ্চতম পর্বত
শিখরে দাড়ায়ে আছেন দুইজন,
হঠাৎ বরফ ধসে একটা বরফ টাঙড়
প্রচণ্ড শব্দে পৃথিবীর কাপায় নিচে পড়ে,
হিলারি ঝুলে থাকে ফাঁকটায়,
খাড়া দুরারোহ পর্বতের সারি
প্রমত্তা একটা নদীকে জায়গা ছেড়ে দিয়েছে।

খুম্বু আইস ফল-মানুষের দেখা তীব্র
বিভৎস ও নিষিদ্ধ একটি দৃশ্য।
প্রচণ্ড বিক্ষিপ্ত ও ওলট পালট ভাবে
ভয়ংকর সব ধস নামছে অতল গহবরে।

যেন তারা যুদ্ধ শুরু করছে অভিযাত্রী
দুইজনকে বরফের নীচে চাপা দেয়ার জন্য।
প্রচণ্ড বিক্ষোভে ক্রমাগত হীম
চাঙর স্থানচ্যুতি ঘটছে
হিলারিজ হরর জোনে-
পর্বত কিনারায় হঠাৎ আট হাজার ফুট
সংকীর্ণ পাথুরে তাক নীচে নেমে গেছে।



ফিরে দেখা

মানিক লাল বনিক

আদেশ পেলাম ওয়েব পেইজে
সিনিয়র স্টাফ কোর্সে হবে যেতে,
বার এপ্রিল পনের হতে
পর্যতাল্লিশ দিন ঠিক মেয়াদে ।

ছায়া সুবিড়ি বিপি এটিসি
মুকলিত আম বাগান,
কর্ণপটে ভেসে আসে
কুকিলের ওই কুহুতান ।

পুষ্পভরা অংগনে
জাগে সাড়া প্রাণে প্রাণে,
জাগে সাড়া প্রাণে প্রাণে
সুহৃদগণের আগমনে ।

আগমনি বৃত্ততায়
পথ চলার স্পৃহা বাড়ায়,
ফর্ম ম্যানেজমেন্টের হৃদতায়
চিত্ত ভরে শুদ্ধতায় ।

খেলাধুলা শরীর চর্চা
সবই দেখি আগের মতন,
ই লার্নিং প্লাট ফরমে
নবতর রেজিস্ট্রেশন

সুশাসনে গড়তে দেশ
দিচ্ছে সবাই দীক্ষা
সোনার বাংলা সোনার মানুষ
গড়তে নতুন শিক্ষা ।

ডিজিটাল দেশ গড়তে সবাই
দৃষ্ট শপথে এগিয়ে যাই,
দেশের হয়ে দেশের তরে
জীবন দিতে কুণ্ঠা নাই ।

Photo Gallery



Rector, Course Management and Participants of 71st Senior Staff Course

Delivery Lecture



Cabinet Secretary Muhammad Musharraf Hossain Bhuiyan



Rector & Course Director

Inaugural Session



Rector



Course Director

Inaugural Session



Seminar

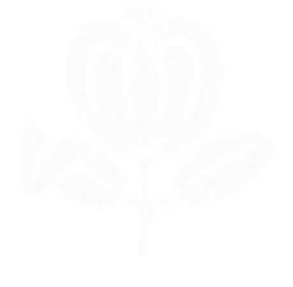


Combined Class Room



PT in the Morning



৭১তম সিনিয়র ষ্টাফ কোর্সের সম্মানীত অফিসারবৃন্দকে শুভেচ্ছা জানাই  এ্যাড. মোঃ সাজেদুর রহমান খান বীর মুক্তিযোদ্ধা প্রশাসক জেলা পরিষদ, নাটোর।	৭১তম সিনিয়র ষ্টাফ কোর্সের সম্মানীত অফিসারবৃন্দকে শুভেচ্ছা জানাই মোঃ জসিম উদ্দিন প্রোপ্রাইটর জে. এন. ফুড এন্ড বেভারেজ লিমিটেড দক্ষিণ খান, উত্তরা, ঢাকা-১২৩০
৭১তম সিনিয়র ষ্টাফ কোর্সের সম্মানীত অফিসারবৃন্দকে শুভেচ্ছা জানাই চেয়ারম্যান অরন্য চৌধুরী বাঁধন সাইম্যাক ইলেকট্রনিক্স লিমিটেড রোড নং ৪, (৪র্থ তলা), গুলশান-১, ঢাকা মোবাইল : ০১৭১২৫৮৮৯০৯, ০৬১২৫৮৮৯০৯, ফোন : ০২৯৮৫৬৩৩	৭১তম সিনিয়র ষ্টাফ কোর্সের স্মরণিকা প্রকাশনাকে স্বাগত জানাই  মেসার্স জাহাঙ্গীর এন্টারপ্রাইজ প্রোপাইটর : এস এম জাহাঙ্গীর হোসেন ১৩৯/১/এ সাউথ পীরেরবাগ, মিরপুর, ঢাকা-১২১৬ মোবাইল : ০১৭৭১৫৮৭৫২৫

**Best wishes to Participants
of 71st Senior staff course**



M/S Myesha Trade International

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**Best wishes to Participants
of 71st Senior staff course**



Mysterious Drama Vision

**Producer & Managing Director
Md. Riazur Rahman**

12/13, Daimuddin Road, Amtola (Nowapara)
P/S- Dakkhin Khan, Uttara, Dhaka-1230
E-mail : mdvtransport2015@gmail.com
Mobile : 01710990828

**Best wishes to Participants
of 71st Senior staff course**

Sadia Techno Builders Ltd.

**Eng. Ataur Rahman (Mukul)
Proprietor**

Cell : 01823472709
Email : bd.stbl@gmail.com
Web : www.stbl-bd.com

**House # 13, Road # 06, Block # A
Bonosree, Rampura, Dhaka-1219**

**৭১তম সিনিয়র স্টাফ কোর্সের
স্মরণিকা প্রকাশনাকে
স্বাগত জানাই**

আর আর পাবলিকেশন্স

বের হয়েছে!

বের হয়েছে!!

- ১। অর্পিত সম্পত্তি ব্যবস্থাপনা সহায়িকা
- ২। ভূমি রাজস্ব নিয়োগ সহায়িকা
- ৩। বাংলাদেশ ভূমি ব্যবস্থাপনা সহায়িকা

রচনায় : আলবেরুণী

প্রাণ্ডিস্থান

বুক সিডিকেট এন্ড আলীগড় লাইব্রেরী

নিউমার্কেট, ঢাকা।

এছাড়াও দেশের সর্বত্র অভিজাত লাইব্রেরীতে পাওয়া যাচ্ছে।

৭১তম সিনিয়র ব্যাচ কোর্সের সম্মানিত
অফিসারদের সাফল্য কামনা করছি-

পুষ্পধারা প্রোপার্টিজ লিঃ

হেড অফিস : প্যারামাউন্ট টাওয়ার (৬ষ্ঠ তলা)
৮০/৪ সিদ্ধেশ্বরী সার্কুলার রোড, মালিবাগ মোড়
শান্তিনগর, ঢাকা-১২১৭।
হট লাইন : ০১৬১৮৯৯০০২২, ০১৬১৮৯৯০০২৩

**Best wishes to Participants
of 71st Senior staff course**

M.D.V Transport Service

Proprietor:

Md Mizanur Rahman

40/1, Faidabad Police Farri
P/S- Dokkhin Khan, Uttara, Dhaka-1230
Mobile : 01710990828

**Best wishes to Participants
of 71st Senior staff course**

Fair International Ltd.

Proprietor:

Md. Saiful Kabir Chowdhury

House # 39, Falt # A, Road # 37
Gulshan - 2, Dhaka-1212
Tel : 880-2-8833893, 9894682
Email : kabir.fair@gmail.com

৭১তম সিনিয়র ব্যাচ কোর্সের
সম্মানিত অফিসারদের
সাফল্য কামনা করছি-

কমফোর্ট হোম লিমিটেড

কমফোর্ট গ্রুপের একটি প্রতিষ্ঠান

হেড অফিস : এস এস স্টিল বিল্ডিং (লেবেল ৪)
১৭/সি, পশ্চিম পাছপথ, ঢাকা-১২০৭
হট লাইন : ০১৭৫৮৬৬৫৫১১, ০১৭৫৮৬৬৫৫২২



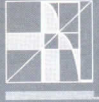
বাংলাদেশ সড়ক পরিবহন কর্পোরেশন

- ❖ বিআরটিসি রাষ্ট্রীয় তথ্য আপনার প্রতিষ্ঠান।
- ❖ বিআরটিসি'র বাসে ভ্রমণ করুন।
- ❖ ই-টিকেটিং এবং SPASS কার্ডে সেবা নিন।
- ❖ Wi-Fi ব্যবহারের সুবিধা গ্রহণ করুন।
- ❖ ডিজিটাল বাংলাদেশ নির্মাণে অংশীদার হোন।

মোঃ মিজানুর রহমান

(অতিরিক্ত সচিব)

চেয়ারম্যান বিআরটিসি



উদ্ভাসিত আগামীতে আপনার আস্থা



বিল্ডিং ফর ফিউচার লিঃ



প্রধান কার্যালয় : গগন শিরিষ (৩য় তলা), ৭৬ ও ৭৬/১, পান্থপথ, ঢাকা-১২১৫
ফোন : ৮১২৬০৪৯, ৫৮৫৫৮১৫, ০১৯১৪৪৯৬৬৩, ০১৫৫২৪১৪৩০৩
ফ্যাক্স : ৯১৩৭৪৫৩, ই-মেইল : bfl@bdcom.com
www.buildingforfutureltd.com
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Samirul Hoque Khandaker (Shimul)
Proprietor



N.S. AUTO WORKS

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Savar, Dhaka 1343