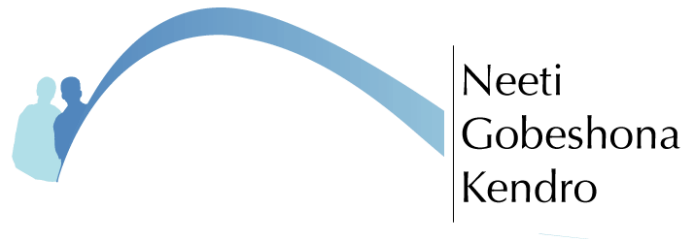


Draft

State of Public Administration: 2009

Presented on 10th February 2010



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Introduction:

The major objective of this study is to give an overview of civil administration during the first year of current government. The current Awami League government came to power with the commitment of changes in politics, administration and economy. Here lies the importance of recruiting the best talents for civil service in order to make public sector a relevant, dynamic and powerful force of change. This study tries to analyze the state of public administration in 2009 from the perspective of legitimate structure and functions of administration in Bangladesh.

For building a modern state effective public administration is considered as the key. State building needs decisions of ruling authorities to be readily translated into effective policies and programs. Sustained progress based on the full utilization of modern science and technology needs effective administrative capacity. In Bangladesh, whose aim is to achieve the goal of providing substantial benefit for the common people, a level of administrative capacity must be attained. Thus, establishing an effective bureaucracy is essential for attaining the goal of the current government - “Digital Bangladesh” or “Vision 2021”.

Effective bureaucracy needs wise and sound public personnel administration. Personnel administration is an extremely difficult art. The caliber of any organization is primarily determined by the quality and character of the people within it. It needs blending of universal principles and indigenous cultural considerations to build an effective public administration.

Establishing good governance in Bangladesh is a commitment of the current government. For good governance and advancing development the country needs an effective bureaucracy built on knowledge, skill, power and authority. Bangladesh needs a civil service of high quality and integrity also for mobilizing and utilizing its domestic resources. This requires innovative ideas, serious effort, dedication, and efficiency. It can be argued that public administration in Bangladesh is rather gradually drifting away from these desired qualities. Urgent reforms are therefore necessary so that these qualities can be restored and fostered. Thus, starting administrative reform brooks no further delay. This study will hopefully lay a background to identify the important areas of further changes and reforms in public administration system in Bangladesh.

This report has mostly depended on the secondary sources of data as the method of the study. The newspapers reports on these issues were cross checked and verified with some firsthand information derived from the current and ex civil servants. A few primary data collection methods like case studies and interview were also been used for collecting information.

Background of Civil Service of Bangladesh

Bangladesh Civil Service more popularly known by its acronym BCS is the elite service in the country. BCS inherited the Civil Service of Pakistan (CSP), which was the legacy of Indian Civil Service (ICS). The implementation of government policies and projects is the duty of the Bangladesh Civil Service, a corps of trained administrators who form the nation's most influential group of civilians.

Historically the consecutive governments starting from independence depended heavily upon political activists and sycophants in preference to the professional civil servants. The most unfortunate part of the episode was that a division was created among both the civil and military bureaucrats in terms of freedom-fighters and non-freedom-fighters which ultimately affected the efficiency of the bureaucratic system. There is no doubt that the freedom-fighters were the great sons of the soil and the nation shall remain ever grateful to them for their priceless sacrifices. Again, there were scores of ways to pay tribute to them. Thus was the beginning but not the end of the politicization of the bureaucracy in Bangladesh. The next blow to the bureaucracy was hurled in 1973 when the 1st batch of Bangladesh Civil Service (BCS) and other sister services were recruited just on the basis of viva voce conducted by the Bangladesh Public Service Commission. Against the advertised 300 Class-1 vacant posts, more than two thousand people were recruited generally on political grounds. The most strange part of this recruitment was that there was not even any intelligence or psychological test and that the vast multitude of Class-1 officers were from very contrasting academic background, from 1st class university post-graduates (though a few only) to ordinary 3rd division holding college graduates. Consequently, from the very beginning, Bangladesh had to face a major brain decline in the total civil administrative set-up and the legacy still remains, for the political leadership could hardly realize the importance of an efficient, meritorious and honest civil bureaucracy in the total national perspective and good governance.

Besides, the considerable disarray in the academic arena and rapid deterioration in the standard of education also significantly affected the subsequent intakes in the civil and other sister services of the bureaucracy. Subsequent governments too resorted to almost similar slackening in the recruitment process as also in the promotion and posting matters to sub-serve their respective political purposes. However, most expansive politicization and moral decadence took place during the autocratic regime of H M Ershad. While the civil bureaucracy was used to prolong the despotic rule, the age-old and time-tested civil administrative structure was deliberately destroyed. This was a time when many honest and dedicated officials were dismissed or forcibly retired without assigning any reason. While politicization of the bureaucracy disgustingly damaged the entire polity, a new dimension has been added in that the senior bureaucrats themselves are now inclined to get political colour to get short and long-term favours. While the short-term favour includes good postings and perks, rapid promotions, extension of services, etc, the long-term one is of course revolves round such aspirations as induction in the party politics leading to influential positions in the cabinet or similar bounties. There is no doubt that such self-seeking stance on the part of the senior bureaucrats tells upon their accountability to the republic. The successive elected governments, though depended

upon the civil bureaucracy for routine administration or development work, resorted to political appointments in many important state establishments including the Public Service Commission. Besides, many retired civil servants were re-employed mostly on political affiliation, blocking thereby the scope of promotion of the junior ones. Then again, in sharp contrast to what was available for the military establishments, little efforts were given to standardize the recruitment procedure, training facilities, service structure etc of the civil bureaucracy. Virtually, nothing has been done to attract the brilliant university students in different superior services. Thus, except a few fortunate high-ups, the civil bureaucracy in general was subject to continuous apathy which ultimately resulted in the qualitative deterioration in the total system of governance.

In this context of administrative legacy the current government came to power with a very clear and visionary commitments which is been reflected in their election manifesto.

Election Manifesto of Bangladesh Awami League-2008:

In this manifesto Awami League has given priority in five areas, considering the existing politico-socio-economic crisis.

I. In the face of global financial crisis, maintenance of economic stability and controlling the price hike of daily commodities;

II. Effective action against corruption

III. Developing power and energy sector

IV. Elimination of poverty and inequity

V. Establishment of Good Governance: This is one of the five most important election promises given by Awami League, the present ruling party. In response to this provision Bangladesh Awami League promised to restructure Bangladesh Civil Service, and so they pointed out, *“Administration will be free from politicization and will be pro-people. Efficiency, seniority and merit will be the basis of appointment and promotion in public service. Administrative reform, right to information act and e-governance will be introduced. A permanent Pay Commission will be set up for civil servants”*.

This study will evaluate the performance of the current government on the basis of the political commitment which the party in power gave regarding change for Bangladesh Civil Service.

Findings of the Study

1. Roles of Advisers in civil service:

Adviser H.T. Imam made a very strong statement last year that the beneficiaries of contractual appointments of BNP regime (2001-2006) were not patriots and they did not support the

liberation war. This statement shocked many freedom fighters like Dr. Akbor Ali Khan, Dr. Kamal Siddique and Shomsher Mobin Chowdhuri who enjoyed such appointments during BNP rule.

The advisers have been enjoying the rank and status of Minister, and salary-allowances and other facilities a minister is entitled to since their appointments are as advisers to Prime Minister.

Even though Advisers' appointments were done according to the constitution, sometimes they made such statements which disdained the moral of bureaucrats including some very eminent civil servants currently working or retired.

Initially the current advisers to the honorable Prime Minister used to participate in cabinet meeting. But their presence at the meeting was not free of controversy. The advisers did not take state secrecy oath when they were recruited. Veteran Awami League leader Abdul Jalil said, "***Advisers can't be present at the cabinet meeting, and their presence is unconstitutional***" (The Prothom Alo, 26 June, 2009).

An unconstitutional act by an Adviser

Adviser H T Imam is responsible for Establishment and Administration Affairs. Ministry of Establishment is the controlling body for civil service in Bangladesh. The adviser H T Imam made this significant ministry controversial committing an unconstitutional act. It is mandatory that sacking a judge is subjected to consulting with Supreme Court. But President of Bangladesh Judicial Service Association (BJSA) Md Abdul Gafur and its secretary Md Shahjahan were sent into retirement without consulting with Supreme Court. Prime Minister Adviser H T Imam played an important role for that unconstitutional dismissal of two judges.

The parliamentary body on August 27, 2009 decided to investigate the entire incident and formed a committee.

The documents submitted at the committee' meeting showed that the Supreme Court was not consulted before taking the action against the judges and that **HT Imam** (adviser to Prime Minister) initiated the process by sending a note to the law secretary through the establishment secretary. The establishment secretary forwarded the note to the law secretary, who prepared the summary report on sending the judges into retirement. After taking signatures of the law minister and state minister for law, the file was placed before the president for his consent. The president gave consent and signed the file. The Daily Star obtained copies of the documents. **The adviser in his note said the prime minister ordered to send the two judges into retirement under section 9(2) of the Public Servant Retirement Act 1974 on consideration of the report of National Security Intelligence and information received from other agencies.** A day after the parliamentary body decided to investigate the role of the premier's adviser and the two secretaries, HT

Imam claimed at a press conference that the judges were sent into retirement on orders of the Prime Minister and that it was lawful.

Source : The Daily Star, September 14, 2009

2. Political color, nepotism, favoritism, superseding, overlapping, deprivation, batch culture are some of forces which discriminate against the principles of seniority and merit and matters of promotion.

Promotion system in Bangladesh at the moment is facing huge anomalies. There are some rules and regulation for promotion of civil servants. Seniority, Annual Confidential Report (ACR), Superior Selection Board (SSB) are the key factors and actors for promotion. But this study found that some different factors are also playing a vital role for promotion though they are beyond the rules and norms of administration.

Civil administration in Bangladesh is marked by “**batch culture**” as 1st batch, 2nd batch or 1981 batch, 1983 batch so on. Promotion of higher civil servants is influenced by batch culture of Bangladesh Civil Service. The Batch which is sympathized to ruling government always gets better chance in upgrading their position. The current scenarios are as it were during the previous government.

Many of the officials promoted to the position of joint secretaries are from 1982,1983 and 1984 batches of the Bangladesh Civil Service. Majority of them were deprived of due promotion earlier on political considerations during the tenure of BNP-led government(2001-2006).(The Daily NewAge, February 10,2009)

Nineteen bureaucrats are promoted to the level of secretary. All the promoted officers were Acting Secretary at the various ministries and divisions excluding one. But this promotion process was not free of controversy as some senior officers were deprived. (The Daily Shamokal, 5 August,2009)

3. Existing procedures are also violated with Superior Selection Board (SSB) recommendations regarding promotion of the civil servants

Superior Selection Board is an important wing that scrutinizes the promotion process. But to promote a huge number of bureaucrats, suggestion of SSB is violated; even recommendations made by SSB are kept in the Prime Minister Office for short list for 15 days. A member of Janatar Moncho is promoted to the rank of Additional Secretary from Assistant Secretary, and it is marked as a history that never happened in the civil bureaucracy of Bangladesh.(Daily Amardesh , July 11, 2009).

After 7 years of his force retirement Mr. X was promoted to the rank of secretary. But he was not able to join the secretariat as his year of retirement (57) has been ended before his promotion. He was forced to retire during 4-party alliance led democratic government on 29 November 2001.(The Dailly Shamokal, February 22, 2009).The same way as many

as 13 former Deputy/Joint Secretaries had been made Secretaries to the government with huge financial benefit. This is unprecedented in the civil service. This is also a huge burden for the public money.

Promotion to the level of Deputy Secretary has been postponed from 2006. As a consequence, public servants in the rank of Senior Assistant Secretary have become dissatisfied by holding the same post for a prolonged period of 14-15 years.(The Daily Shamokal, June 14, 2009)

The present government has made various statement that previous democratic government(BNP led four party alliance) did many anomalies and they used different promotions rules to promote their chosen public servants. But after coming to the power current government tried to promote many officers using the promotions procedures of BNP led four party government. The government had decided to promote 19 secretaries according to the promotion rules used by BNP led alliance government.(The Daily samakal, July 27, 2009)

Disciplinary rules are applied in some cases and not in other. Mr. X was Additional Chief Engineer of Roads and Highways Department (Shorok Jonopoth). He was identified as a self-acknowledged corrupt official during the last caretaker government. He was freed from his crime by giving pecuniary penalty to the Truth Commission (now abolished). But after the current government was formed, he became the Additional Chief Engineer of Roads and Highways Department (Shorok Jonopoth) started wandering different foreign countries using public fund in the name of training (The ProthomAlo, November 8, 2009)

4. Promotion now turns as a “panic” to non-partisan and professional civil servants

Promotion to the rank of DC, SP, PS of Minister, State Minister, and attachment to Prime Minister’s Office are treated as a risky thing for many professional civil servants. All though these are the posts which have more power and prestige but the neutral and professional civil servants are a bit skeptical regarding these posts. Any officer upgraded to these posts has to face wraths, harassments after the change of government. The reason for the harassments is only relating to their posting to the cited posts.The problem become more intense when a meritorious civil servant becomes the escape goat.(The Daily Samakal, September 13, 2009)

5. Excessive promotion against available posts

The Awami League-led government gave promotion to huge number of officials, mostly from the administrative cadre, to the ranks of deputy secretary, joint secretary and additional secretary. In many cases the available vacant posts were less than the number of promotion which is a violation of the organogram.

It is also causing extra cost for public exchequer.

The following table shows the breach of approved /sanctioned posts

Table: 1

Ranks	No of Vacancy	Promoted Officials
Additional Secretary	108	126
Join Secretary	355	250
Deputy Secretary	830	1330

Source: The Daily NewAge, 9 September, 2009

- 6. Irregularities, nepotism and favoritism on political ground, have been marked in the promotion process of a large number officials in the civil administration, and that created feeling of deprivation among many civil servants.**

The daily newspaper The Prothom Alo published a report on 17 November 2009 that 695 government officials were deprived of promotion during the first 10 months of the government. Aggrieved officials had conveyed their grievances and filling complainants with the establishment ministry, seeking review of the total promotion process.

Eighty six officials are promoted to the grade of joint secretary superseding fifty two senior officials. (The Daily Shamokal, February 20, 2009)

Out of 19 promoted secretaries only 1 was out of the administration cadre, and he was from tax cadre. Officials of remaining 27 cadres were not considered for promotion and they identified themselves as deprived (The Daily Amardesh, August 6, 2009)

Mr. X, a civil servant of 1984 batch, was deprived of the promotion. He claimed that being DC at the tenure of BNP led government was the only one fault for him which caused the deprivation of his promotion. (The Daily Samakal, 10 September, 2009)

Many senior officers of 73, 77, and 79 batches are deprived of promotion. For an example, Mr. X (according to merit list, he was behind the all) promoted as acting

secretary of Information Ministry (Daily Amardesh, July11, 2009). Some officers who are known for their honesty and efficiency have been made OSDs and some of them have been superseded. A large number of them of the level of joint secretary and above are left idle and unutilized caring a huge loss of human resources and financial resources.

7. Officer on Special Duty (OSD): number and ranks

Officer on Special Duty is a mechanism to make a civil servant staying without any work. OSD culture is not a new practice in the civil bureaucracy. OSD is a legal penalty for any civil servant, yet, the apparatus is used for political purpose. To keep close the favorite one and to maintain far the dislike one- OSD is a legal process in the civil bureaucracy and no government is free of doing this practice. Some statistics may help putting the matter in perspective. The number of OSDs in 1996, when the BNP government relinquished power, stood at 355, which came down to 174 when AL handed over the reign in July 2001, which went up to 758 at the end of the BNP led alliance tenure in October 2006. And it was brought down to 58 by the Caretaker Government by August 2007. (The Daily Star, August 20, 2009). The same old practice continues even now, in spite of the grand coalition’s commitment to change for the better. The OSD culture provides the scope of placing one who was OSD under a political regime, he/ she would be placed a high position leaving one to the room of OSD in a favorable political regime. Of the OSDs, those who served for 25 years are in fear of losing jobs. Many officials are now promoted who were OSDs during the immediate past democratic government.

To make the study more substantive, OSDs at present and OSDs during the last BNP rule (2001-2006) have mentioned in the following:

According to Ministry of Establishment at present total number of OSDs:

Table: 2

Designation	Number(s)
Secretary	11
Additional Secretary	58
Joint Secretary	95
Deputy Secretary	87
Total	251

Source: The Prothom Alo, 17 November, 2009

OSDs (total in five years) at the time when four parties led democratic government left the power:

Table: 3

Designation	Numbers
Secretary	23
Additional Secretary	27
Joint Secretary	64
Deputy Secretary	601
Senior assistant secretary	40
Total	755

Source: The Prothom Alo, 17 November, 2009

The present government has decided that OSD officials are not allowed to go abroad. Specialists like Dr. Akbor Ali Khan said that OSDs official had a right to enjoy all kinds of benefits (The Daily Amardesh, 23 July 2009).

8. Contractual Induction/ induction of sacked bureaucrats:

Contractual appointments of the retired bureaucrats and professionals in the civil bureaucracy have continued to block regular promotion and postings of officials to important positions, causing widespread frustration among the bureaucrats. The contractual appointment to important positions in the public administration, which has adverse reactions among the aspirants and this practice, provides scope for preferential treatment and politicization of the civil service. The civil administration becomes a dumping ground for retired bureaucrats which hinder performance of the bureaucracy. Retired civil and military bureaucrats have been appointed in the civil bureaucracy which causes unrest and rowdiness in administration. Nevertheless, having available officials, contractual induction of retired officers in the bureaucracy hampers the morale of the bureaucracy.

- Government initiated a high level review committee in March 2009 which recommended reinstatement of 143 former government officials, including police officers, who were forced to retire during the BNP led government allegedly on political considerations. As many as 13 former officials are promoted to posting Secretary with retrospective effect.
- Retired civil and Military bureaucrats have been appointed to the top positions at various organizations including The Rajdhani Unnayan Karttripakkha, Bangladesh Telecommunication Regulatory Commission, National Security Intelligence, Bangladesh Television, Public Works

Department, Directorate of Education Engineering, Bangladesh Road Transport Corporation, Tariff Commission and Bangladeshi Missions Abroad (The daily NewAge, August 14, 2009)

- Almost 100 contractual officials were recruited upto the first 10 months of this government in the various government institution(The Prothom Alo, November17, 2009)
- Former Deputy Secretary Mr. X had been shown promoted to Joint Secretary on June 13, 2002, to Additional Secretary on August 27, 2003 and to Secretary on February 15, 2005. He had been presumed to have gone on leave preparatory to retirement on December 20, 2005. (The Daily NewAge, 19 March, 2009)

9. Frequent transfer in the civil administration have created an atmosphere of uncertainty affecting officials' concentration on delivering responsibilities as lack of plan has been found in the rearrangement of bureaucracy. Most officers are in fear of transfer since many of the secretaries are new in the present positions.

Though transfer, posting or placement are supposed to be done as per principles and administrative rules and procedures, it is the actual state of affairs for majority case that transfer or any other decisions are taken on ground of political consideration. Political placement or wholesale transfers and attachment of officials to the Establishment Ministry without responsibility creating the political division in the administration resulting in slow implementation of government decisions. Some decisions taken by the present government regarding transfer, posting, and placement are mentioned below:

- Panic had spread out the public medical college regarding the transfer, posting and placement of doctors in Khulna division. Only the political affiliation had been considered for this purpose though it was unlawful. 55 doctors were transferred mostly based on political color. Most of the transferred doctors were members of BNP backed doctors association, DAB. (The Prothom Alo, March 23 2009)
- “More than a dozen of ministers and lawmakers, on behalf of the education cadre officers, meet the education minister and education secretary everyday with recommendation on behalf of education cadre officers for transfer/posting to a suitable government colleges or offices,” an education ministry official said. The education ministry had barred the education cadre officers from attaching recommendations or requests from ministers and/or lawmakers with their applications for

transfer or posting, said a circular issued by the Education Secretary, Syed Aatur Rahman(The Daily NewAge, March 2, 2009)

Education ministry flouts rules, transfers 400 officials

The education ministry has transferred about 400 officials of the Bangladesh Civil Service (Education) in violation of the rules that the ministry had formulated, education officials told New Age on Monday. Besides, the ministry on November 10 issued transfer orders to seven officials of the Directorate of Inspection Audit for alleged involvement in irregularities, but the order was cancelled on November 12. An education ministry's circular, issued in November 2008, stipulated that only the Directorate of Secondary and Higher Education will have the authority to issue transfer orders to lecturers and assistant professors outside Dhaka, but it is the ministry which has been doing that for the last few weeks. A powerful syndicate, led by the assistant private secretary to education minister Nurul Islam Nahid, has allegedly played the key role in issuance of the transfer and posting orders in total violation of the rules set by the ministry on 6 November, 2008,' said ministry officials. When asked about allegations of the frequent taking of bribes for the transfer and posting of education cadre officials, Nahid on Thursday told newsmen that he would look into the matter.

The ministry on Sunday transferred a lecturer of Bangla, M Abdur Rashid, of the Government Bangabandhu College in Gopalganj to KC College in Jhenaidah. The same order also transferred Netai Jibon Nandi, an assistant professor of history in Barisal Government College, to the Higher Secondary Teachers' Training Institute as its assistant director. The order issued on Sunday also transferred nearly 160 lecturers and assistant professors to various colleges and offices outside Dhaka. Likewise, in violation of the rules, the ministry on Thursday issued a transfer order to nearly 170 lecturers and assistant professors of colleges and offices outside Dhaka.

An official of the DSHE on Monday said that there are some government colleges which suffer from shortage of teachers. 'Only we have the information about which college is short of teachers and where education is being hampered, so the ministry's abrupt transfer orders have created a chaotic situation in some colleges and hampered the smooth discharge of the DSHE's duties too,' he said. Quoting Sunday's order, an official of the education ministry said, 'Sangjukta Pal Chaitali, a lecturer of English at Chittagong Government City College, has been transferred to the Government Music College in Dhaka to a post of that deals with folksongs. Such an order is a clear violation of the rules on the posting of cadre officials.' 'The music college has too many teachers against too few posts. Not only Sangjukta Pal but also more than 50 such lecturers and assistant professors have been posted to some colleges inside and outside Dhaka where actually there were no vacant posts,' he said.

According to Sunday's transfer order the DSHE's assistant director [administration], M Kawsar Ali, has been made deputy director [administration] of the National Academy for Educational Management in violation of the rules. Kawsar Ali is a newly promoted associate professor of Islamic Studies but the rules require getting good results in foundation training and having MPhil or PhD for getting the post. 'Kawsar, who was serving in different offices in Dhaka since 1996, only a few months ago managed to be posted to the DSHE. He is also facing a probe by the Anti-Corruption Commission for alleged corruption and irregularities committed during his job in the Directorate of Inspection and Audit under the ministry,' said the official. When asked the justification of posting Kawsar to a position he is not qualified to hold, the education minister said that would carry out a probe before approving Kawsar's posting.

Manmath Ranjan Baroi, assistant private secretary to the education minister, told New Age on Monday that at least three ministers have requested him to make Kawsar a deputy director. Baroi is alleged to have played the key role in postings and transfers. When asked about the posting of lecturer Bijoy Kumar Ghosh as a deputy director of the Education Engineering Department, Manmath said, 'An official of the Prime Minister's Office had strongly requested us to promote Bijoy to the new post.' 'A powerful minister requested my minister to cancel the transfer orders of seven officials of the DIA who were accused of corruption,' he said. 'Actually I had nothing to do with all this.' When the education minister was asked about allegations of corruption against his private secretary, he replied, 'I have heard too many allegations from different quarters in the last few months.' There are more than 14,000 officers of the Bangladesh Civil Service (Education) who are employed in government colleges, 10 education boards and are also occupying different positions in some directorates under the education ministry.

Source: Priyo, 17 November 2009, www.info@priyo.com

The frequent transfers in health ministry also created lots of instability within that ministry. A detail picture of health ministry in first two months of new government is described in Annex 1.

10. Politicization of the bureaucracy:

Promotion of higher civil servants is subject to political decision- the statement is given by advisor to the Prime Minister for Establishment Ministry affairs H T Imam.(Naya Diganta,6 November,2009)

"Where the civil administration now stands, one does not need to work, but to maintain a lobby with influential ruling quarters," the Secretary said when asked how the present bureaucracy is functioning(The Daily Star, 8 November 2009)

Ministry of Establishment and Public Service Commission are two key institutions that are liable for any kind of change in the civil bureaucracy. They organize recruitment, transfer, promotions and initiate disciplinary actions. There are no scopes for anomalies in dealing with bureaucracy. Democratic government always tries to make the administration in favour of them. For this purpose, they come across the officials who are loyal to them. They manipulate the civil bureaucracy, and create the platform of breaching rules and regulations; civil administration becomes the house of instability hindering performance of the bureaucrats. Fear of political retribution has gripped many officials in both central and field administration adversely affecting the presentation of the civil bureaucracy. Amending of rules and regulations come into effect to create provision for favouritism as the rule can be abused with political motive and politicians get prospects to interfere in bureaucracy. Civil bureaucracy can not be freed of long term implications of partisan political affect, and bureaucracy has been facing themselves as a toy of the government. Putting less qualified, if not incompetent, bureaucrats in key position risks backfiring on the government as it risks jeopardizing the government's development programmes. Giant politicization in the civil administration turns the administration merit less place. Politicization makes the bureaucracy a house of

precarious and panicked public servants. Being politicized, is there any anticipation that a bureaucrat possesses morale?

With the present government also transferring, posting, and promoting civil bureaucrats allegedly based on political considerations, and personal liking and dislikes of ministers and ruling party leaders instead of their performances, the administration seems to remain in disarray. "This has been the practice in the administration over the years, causing a major slide in morale and a lack of commitment among the civil servants," observed a Secretary of an important ministry, asking not to be named (The Daily Star, 8 November 2009). In the first 10 months of the current government, the administration has been reshuffled in such a manner that is encouraging the officials to take on a political colour and to carry favours with ruling influential quarters for promotions or good postings at the cost of public services and their relevant responsibilities. One secretary said overall standard of the civil service is frustrating, where officials hardly take care of their responsibilities. "Still, there are some good officials who are not partisan and never bother about their postings and promotions....These persons are holding the administration together." The bureaucrat turned politician said that the administration could be rid of partisanship, if the civil servants are competent and honest. "Inefficient officers get involved in party politics for personal gains," he claimed. About the performance of the current civil administration, the former food and disaster management adviser said, "The prime minister has instructed the secretaries twice to expedite their activities, which means things are not going well."(The Daily Star, 8 November 2009) Neither the process of promotions nor the performance evaluation system has been modified to bring in qualitative changes, as promised by the present government.

- As a first steps for the politicization of bureaucracy, after a new government inception, a group of civil servants put them in a race to win the heart of the newly elected government while those known as beneficiaries of the previous government have either been dumped in the ministry of establishment as OSDs or remained silent fearing transfer and departmental proceeding against them.
- Government employees at the secretariat welcomed newly elected government's different ministers violating the Public Servants Conduct Rules-1979. Civil service conduct rules don't allow any kinds of meeting, procession, slogan at the secretariat. So, the intention to depoliticize civil bureaucracy faces obstacle from the inception of the current government.
- The government is planning to force a large number of senior officials for retirement because of their alleged involvement in partisan politics (rival political party).

Government prefers political appointment in key foreign missions

The Awami League-led government seems to prefer contractual appointment on political considerations in key Bangladesh missions abroad such as the United States, India and the United Kingdom rather than sending career diplomats there. Such political appointments in strategically important missions, foreign policy experts said, may create resentment among the diplomats who have dreamt of such postings throughout their career. The government has already decided to send former Bangladesh ambassador to the United States Tariq A Karim to India and former Rahshahi University vice-chancellor Saidur Rahman Khan to London as high commissioners on a contractual basis. The government is also set to appoint Syed Muazzem Ali as Bangladesh's ambassador to the United States.

A former senior diplomat said career diplomats could serve better than politically appointed people because of their expertise in related jobs. 'It is not guaranteed that a people having a good political contact with the government serves better than a diplomat,' he said. 'Such appointments outside the service may create frustration among serving diplomats waiting for such posting.' Referring to Bangladesh's previous posting in New Delhi, the diplomat said four, out of the 10, high commissioners including Faruq A Choudhury, Farooq Sobhan, CM Shafi Shami and Hemayetuddin later worked as foreign secretaries. He said working in strategically important missions give them a chance to prepare themselves for the post of top diplomat of the country. The government has also already appointed Saiful Haque, an expatriate Bangladeshi businessman in Russia, as the country's ambassador in Moscow, replacing Mohamed Mijarul Quayes, the foreign secretary. The government is also set to appoint Abul Barakat, an economist and teacher of Dhaka University, as head of the Bangladesh's permanent mission in Geneva, former Bangladesh high commissioner in London Giasuddin as ambassador to Germany, Dhaka University teacher Neem Chandra Bhoumik as ambassador in Kathmandu, Abahani Limited director Shahed Reja, also a close friend to the late Sheikh Kamal, as ambassador in Kuwait and the finance minister's younger brother Abul Momen as ambassador to Saudi Arabia. Abul Momen appointment created some controversy since the Saudi Government took long time to approve his appointment.

Source: NewAge, May 24, 2009

It's the political parties who have made the bureaucrats' life uncertain and unpredictable. Even those bureaucrats who intend to remain neutral and climb the ladder of success through hard labour and performance are denied this opportunity. Therefore, to rise to top positions in bureaucracy is now hinged on political pendulum and one has to be very careful to swing the pendulum, i.e. which side one chooses may either reward him profusely or cost him dearly.

The major cause of the downfall of professional norms in the bureaucracy is the politicization of bureaucracy and making bureaucrats pawn at the hands of the political masters. To obtain higher positions or lucrative postings, they now have to take a side with either the Awami League or the Bangladesh Nationalist Party.

11. Grouping within civil servants based on political affiliation:

A government intelligence organization had made a list of 483 higher police official based on political colour for promotion as well as procedural punishment. Meanwhile, 12 police official had been made OSDs by following the list. The categories are structured as party loyalists, direct supporters, activists and supporters. The intelligence report categorized the police officials as following:

Table: 4

Awami League supporter	112
BNP supporters	194
Babor and Hawa Bhobon supporters	108
Jamayat-Shibir supporters	42
Chatra Union supporters	4
Jashod(Inu) supporter	1
Neutral	93

Source: The Daily Samakal, 17 July 2009

Historically these sorts of intelligence reports are prepared by party in power to justify its actions regarding promotion, posting and transfer of government officials. But the authenticity and validity of these kinds of reports are always in question.

Swadhinata Chikitsak Parishad (SWACHIP) and its intervention in health sector

After the newly democratic government formed Awami League backed doctor's association Swadhinata Chikitsak Parishad (SWACHIP) started opposing the ex VC of BSMMU and demanded his removal. It was published on 22 March, 2009 in the daily newspaper The Prothom Alo that a section of upper level government policy makers were also making pressure upon VC for his resignation.

After getting the new VC even they were not sitting idle. Member of SWACHIP threatened present BSMMU VC Prangopal Dotto as the VC denied to recruit doctors following the lists prepared by SWACHIP. A group of 50 doctors (SWACHIP members) met with the VC and asking him why he did not recruit more members from their preference list. They threw enraged word to each-other. Finally, they said, "VC position is political and the VC must be responsive to SWACHIP instructions". (The Prothom Alo, November 13, 2009)

SWACHIP is controlling the transfer, promotion of the doctors. They support their members of organization and at the same time they harass those belong to opposition party. Shirajuil Islam worked as executive of the Putia Upazila Health Complex. He participated at the previous BMA election as candidate of BNP led four party alliances. But after the current government formed, he had been transferred for several times as SCP wanted to pester him. According to the recommendations of the SCP, he at first was transferred to Ponchogor Shodor hospital on February 15, 2009, and again following the reference of SCP he was transferred backed to his previous working area, Putia. But that was not the end. This doctor had to be transferred to Ponchogor on 2 April of the same year. Finally, following the recommendation of the Rajshahi city Mayor, he was transferred to Putia on 20 April of 2009 (The Prothom Alo, May 23, 2009)

The Bureaucracy needs to be free of partisan fear or favour. The Prime Minister expressed her concern that the ministries are not performing their duties with required speed,' so claims her Secretary, in a letter sent to the secretaries of all the ministries on March 12, 2009. The letter, as reported in the national media, also asked the secretaries to find out 'whether the delay is caused intentionally or due to inexperience' and 'take legal and punitive actions if anyone makes delays or creates obstacles.' It is indeed welcome that the Prime Minister's Office has been quick to identify the sloth in the ministries' performance and initiate a move to redress the situation; however, the prime minister needs to realize that the post-election lethargy in the civil bureaucracy is not a new phenomenon and nor are the reasons behind such indolence. In the early days of the newly elected governments many of the government officials were in fear of being transferred or trying to get favor from the ruling quarter instead of performing their job responsibilities.

12. UNOs under political pressure

In Bangladesh Upazila Nirbahi Officer (UNO), chief executive of an upazila(sub-district) refers to an officer of central government who administers the upazila for the central government. A junior level officer of Bangladesh civil Service (Administration Cadre) mainly Senior Assistant Secretary is posted for this post. The charter of duties of UNO stipulated him to perform various functions for the overall development of the upazila as well as UNO maintains proper communication with the central administration of the government. Upazila Nirbahi Office though an important wing of the government, the officers working here are facing a triangular challenge. In one hand they are facing serious problems in terms of co-ordination and decision making with the newly elected Upazila Chairman. The local Member of Parliament (MP) and ruling party members also try to create some undue pressure on UNOs to get some benefits. Moreover UNOs as part of civil service of Bangladesh have to face procedural punishment under the Civil Service Conduct Rules if they commit any unlawful action or fail to discharge their responsibility. Because of this difficult situation many of the UNOs sent request to their respective ministries to withdraw them from the field and post them to other areas.

For our research purpose we have used some incidents that show how susceptible the exiting condition of the UNO, and the picture of the political pressure:

Atwary is an upazila in Panchagarh. Supporter of the upazila chairman Touhidul Islam, also general secretary of Awami League (AL) upazila unit confined UNO Rashedul Hasan to his office from 12.30 pm to 5.00 pm. They also tried to assault the UNO. The reason behind the incident was as per government rules the UNO seized the vehicle (of upazila) and shut the motor garage. (The Daily Star, October 23, 2009)

Jubo League leaders and activists, led by Ramgarh upazila Jubo League Organising Secretary Farukh and ward level Jubo League leader Mohammad Faruq, physically assaulted the Upazila Nirbahi Officer (UNO) Raihan Kowsar and the Assistant Commissioner (Land) Mohammad Abul Hasan and five other government staff at Ramgarh Upazila Complex in Khagrachhari district. (The Daily Star, November 3, 2009)

Kumarkhali is an upazila under the Kushtia district. UNO of that upazila was beaten by the upazila Awami League activists. Upazila Chatra League(a student wing of Awami League) chairman Rabiulawal and general secretary Harun-or-Rashid and many others beat the UNO at his office in the evening.(The Prothom Alo, April 11, 2009)

Residence and office of the UNO of Sribordi upazila under Sherpur district were attacked and ransacked by local Awami League activists(The Prothom Alo,

January 25, 2009)

Newly elected upazila chairman and upazila awami League chairman Sohel Sarwar Kazol took the control of the UNO office before taking oath as chairman. Before doing such unlawful action, the chairman did not consult with anybody. (The Prothom Alo, February 26, 2009)

Senior Awami League leaders of Birganj upazila, including a former MP, confined Upazila Nirbahi Officer (UNO) of the upazila for an hour as the UNO declined to act with the direction of the AL leaders. The leaders also threatened Md. Hasan Maroof, UNO of Birganj upazila with Stand Release if he would not do according to their wishes. At least 20 to 25 Awami League senior members went UNO office. At that time the UNO was not in the office. So the leaders called him over cell phone and asked him to come to his office as they were waiting for him. When the UNO arrived, the Awami League leaders confined him inside UNO office room for an hour and asked him to meet their "demands." As the UNO Hasan Maroof reportedly remained rigid in his decision, the AL leaders threatened him and left the UNO complex chanting slogans demanding his removal. Earlier on Sunday some Awami League leaders including Ratan Ghosh Pizush, Information and Research Secretary of Upazila Awami League, went UNO office and forced him to obtain personal benefits by allocating TR and Work for Food programmes. UNO declined to act as per Awami League leaders' direction, which angered Awami League leaders. (www.priyo.com)

Analysis of the major findings

This study has found out some factors which are playing vital role as obstacles on the way of a smooth, cogent, service-oriented bureaucracy.

Sheikh Hasina's administration has ordered the establishment ministry to inquire into allegations against those officials, known as beneficiaries of the Bangladesh Nationalist Party-Jamaat government (2001-06), who reportedly still maintain links with the BNP and the Jamaat-e-Islami to serve their political purposes in the bureaucracy (The Daily NewAge, 26 April, 2009). This is a continuation of a vicious tradition which has terrifying consequences for the overall governance of Bangladesh, as every government places its own set of bureaucrats in top positions, compromising competence and performance for partisan loyalties. It further institutionalizes the systematic partisan politicization of the bureaucracy both civil and military. Far worse, it rewards the worst sycophantic elements within the bureaucracy with coveted positions while punishing those who remain neutral and professional and may deserve promotions based on their performance. This has been one of the major factors behind an overall slide in the quality of governance over the past decade, for which Bangladesh has paid a bitter price. And this is no exception for current government.

Sluggishness is evident in most of the ministries mainly because of rampant transfer and posting in the civil bureaucracy and lack of experience of the ministers and advisers as well as coordination among them. Each of the ministries usually holds three to five meetings every day. Many of the meetings are not important and do not yield any result but the ministers, secretaries and other senior officials remain busy for it eating up valuable working hours. "There will be no harm if some of the meetings are not held as the issues or agendas of the meetings can easily be resolved in other ways such as talks over telephone,"

As a number of secretaries pointed out the slow performances of the ministries could be attributed to the panic caused by the new government's decision to randomly reshuffle the administration. Such random reshuffles in the administration immediately after the assumption of office of a new government have become a regular feature. One of the first few actions that a new government takes after assuming office involves administrative reshuffle, rewarding officials it deems loyal and punishing officials who are either loyal to its political opponents or not adequately and demonstratively pro-ruling party. The 'loyal' civil servants get favourable postings and transfers, while the 'disloyal' or 'not adequately loyal' ones mostly end up as Officers on Special Duty and, at times, are even sent into forced retirement. Merit, competence, performance, etc have hardly any room in such an overtly-partisan exercise. We have seen this happen during the tenure of the previous political government, led by the Bangladesh Nationalist Party, and the governments before that. Such a blatantly partisan attitude of the political governments towards the civil administration has quite understandably resulted in politicization of the bureaucracy along partisan lines. Over the years, allegations have run rife that civil servants, especially those at the top echelon, put more energy into carrying favour with the ministers of the political governments than they ever put into their work. We have witnessed a distasteful display of such partisan pandering a day or two after the Awami League-led government assumed office when a section of the bureaucrats at the Bangladesh Secretariat 'welcomed' the ministers of the new government with floral bouquets resembling the electoral symbol of the ruling Awami League and partisan slogans. Then, there have also been reports in the national media of senior bureaucrats lobbying to get good postings. The large-scale administrative reshuffle tends to suggest that their efforts may not have gone in vain. Overall, it has been more of the same with regard the bureaucracy and the AL-led government's attitude to it, which is especially disappointing, albeit not quite surprising, because the Awami League rode on its promise for change to an overwhelming victory in the December 29, 2009 national elections. Until and unless, the prime minister and her government remain true to the promise for change, the bureaucracy will continue to be defined by partisan politics, and not efficiency and merit.

The Advisers collectively form a "super ministry" of all talents. Theoretically, this promises good governance. Intelligent people with experience are likely to make the right decision amongst competing and competitive choices, like Plato's philosopher king. But this ideal in practice is rarely achieved. For one thing, the link between intelligence and

efficacious performance is tenuous. For another, just as good intentions are not good enough to ensure good governance-look at history the tantalizing promise of delivering the goods often fails to deliver. The classic case of individual talent gone astray is the recently deceased US whiz kid Defence Secretary Robert McNamara. He, along with America's best and brightest who served JFK including Harvard Dean and Ford Foundation President McGeorge Bundy, bungled badly in Vietnam.

Never before have any Bangladesh PM employed seven Advisers with de facto executive authority. This effectively centralizes power in the PMO and away from the cabinet, a reversal of parliamentary norm.

This centralization of power raises questions about the relationship between Ministers and Advisers. Files presumably go through the Advisers, if not actually carrying their implicit or explicit endorsement or imprimatur, before reaching the PM. This indicates that the Super Seven, however self-effacing they may be actually, are in fact running the various ministries at long distance as the PM's surrogates and thus cannot escape the spotlight of public scrutiny. This arrangement divorces responsibility (ministers) from authority (advisers) and is hardly a sound management practice, especially of a bureaucracy not known for efficiency. Is this a recipe for tension, in-fighting and possible confusion between PMO and secretariat? Ministers are elected. Bureaucrats are selected. They undergo a process of vetting before getting a job. The Super Seven are PM's appointees, serve at her pleasure, answer to a constituency of one, can be summarily terminated and even made scapegoats for failed policies. The nature of the PM/Advisers relationship is unclear and raises questions. Does the PM set policy that the Advisers implement? Or do the Advisers' contributions directly or indirectly frame or make policy that the PM endorses? Operationally, does the PM deal with each Adviser individually as and when needed within his responsibility? Or does she also meet them collectively or in small groups (kitchen cabinets) to discuss national issues, especially those straddling multiple jurisdictions such as Tipaimukh where diplomacy and water management overlap?

We have mentioned earlier that following the advice of one the super seven (Advisers) government flouted the supreme law 'The Constitution' sacking two district and session judges. This evidence was apparent when government reinstated sacked judges and agreed the violation.

It is the common scenario of civil administration that every government after coming to the power with retrospective effect reshuffle the administration by posting, transferring, promoting and making some civil servants OSDs. In one year of this present government, a pile of government officials have been made OSDs. Of them some are literally talented officials who may do not bother the détente of making them OSD or deprived by any government. **Regarding their total number they may be small in size but as qualitatively their absence in administration create significant loss to the administration as well for the country.** So, it is now the question that how a civil service like Bangladesh can endure keeping the most talent official out of the mainstream of the bureaucracy?

It is common in Bangladesh civil service that many civil servants complete their tenure of job almost being a OSD. This makes the consequence as that people of the country can not be served by them on the other side government adds up huge pecuniary loss, the burden ultimately fall on tax paying citizen of the country.

We have experienced that UNO the important liaison between central administration and field administration, had to face unfriendly attitude of government. Many UNOs had to face hassle, harassment by the government supporters. It is also found that that some UNOs were beaten by the local Awami League activists. The consequences were that local administration was unrest which pictured an inefficient local administration. UNOs could not work with full concentration as they had to face pressure from the elected local political activists in exchange of collaboration of them to exercise their duties and responsibilities efficiently and effectively. UNOs including in some Upazila were scared, confined discharging duties which did not favour the government local political activists.

Health ministry is a significant organ for any country. Huge anomalies had been experienced seen in the health ministry of the government. Government had to spend huge time to rearrange the health ministry which created disarray in the different public institutions under this ministry. Selection, recruitment, transfer, promotion within the health ministry went on a pipeline of likingness of the government. Government considered political affiliation, recommendation etc. replacing merit of the employees for their posting and so on. SWACHIP, ruling government backed doctors' association played pivotal role almost every side of health ministry. They control almost every public medical institution in country. They exercise power and authority for selection, recruitment, transfer, posting, promotion of civil surgeon, its' employees. We mentioned in our report that SWACHIP destroyed the credibility of the BMA election held in 2009. They were the only participant for the election, and they practiced intra-collision, vandalizing and what not anything against the law regarding the BMA election.

Government had promoted huge civil servants considering only their political colour. Government had upgrded their loyal civil servants even making the breach of the organogram of the public administration. The High Court also issued rule asking the government to explain the legality of the promotion. The promotions of civil servants in some case made violation of the law and Article 29 of the constitution that ensures equality of opportunity in public employment. Stipulated merit, efficiency and seniority for promotion were not followed. Government committed massive irregularities and nepotism for large-scale promotion in the civil administration, which was supposed to bring an end to deprivation. Many officials were unjustly denied promotion.

Major current challenges for the public administration system in Bangladesh:

- Contractual appointment in the civil administration makes room of favoritism and politicization.
- Government redesigns the administration with bureaucrats who are loyal to them.
- New government promotes the officers who were deprived during the previous government, and it is a cyclical culture.

- Huge public money is used for the officials who were deprived or forced to retire after their reinstatement in the administration.
- Though the present government urges for digital Bangladesh, central administration suffers a vulnerability regarding information technology and communication system. Connectivity is absent within the ministries. Thirty six ministries and divisions related to backbone of secretariat network have been lacking IT Manpower and many related paraphernalia.(The Daily Amardesh, 27 July, 2009)
- A Secretary in anonymity said that some Secretaries in the secretariat did work at the joint secretary level for a very short time though policy making process in the administration starts from this (joint secretary) position. Some of the Secretaries even do not know how to send file to another ministry or cabinet or to Prime Minister Office.(The Daily Shamokal, 8 May 2009)
- Deprivation of bureaucrats from promotion based on politicization.

Some good initiatives taken in last year regarding civil administration

- Public offices will be come under “Wide Area Network” so that any minister or secretary can talk with DCs directly. They can see them on video screen. This system will accelerate decision making process as well as reduce cost level of public money.
- Civil Service Act is on the way for the prevention of politicization of civil administration
- A new realistic pay scale is declared
- No government employee will be transferred before 13 months of LPR.
- Against the backdrop of widespread allegations of irregularities in promotion and tampering with Annual Confidential Reports, the government is preparing the computerized Personal Appraisal System to replace the present manual system for performance evaluation of public servants

Recommendations:

- Depoliticization of bureaucracy
- Rethinking of contractual induction
- Establishing fair promotion system
- Reconsidering the notion OSD
- Re-defining the role and responsibilities of Ministry of Establishment
- Implementation the most suitable recommendations of administrative reform commissions

Annex 1

Promotion, transfers and OSDs galore in health ministry

The government has transferred, promoted or shunted aside as officers on special duty most of the high officials in the health services including directors, principals and professors, said a high official of the health and family welfare ministry. As per a notification by the health ministry issued on Sunday, 16 principals and professors of various public medical colleges were transferred. Officials of the ministry also alleged that the government was preparing to gradually transfer and appoint the Awami League-backed doctors to various important posts and offices in the ministry and the health service. On January 18, 2009 Shah Munir Hossain replaced MA Faiz as director-general of the Directorate General of Health Services. MA Faiz was appointed professor of medicine at Sir Salimullah Medical College. By the same order, Sir Salimullah Medical College's professor of medicine, Azizul Bahar, was transferred to Dhaka Medical College, and the DMC's professor of medicine, Rajibul Alam, was sent to Dinajpur Medical College.

As per a directive issued on February 8, Shah Abdul Latif, professor of physiology in Mymensingh Medical College was appointed principal of the same college, replacing Dr Sayedur Rahman who was transferred to Sher-e-Bangla Medical College as professor of medicine.

Dr Rezaul Karim, principal of Sylhet MAG Osmani Medical College, was appointed professor of the psychiatry department of the same college. Dr Abul Ahrar, professor of medicine of the MAG Osmani Medical College, was appointed principal of the same college. Dr Azizul Haque, professor of medicine of Comilla Medical College was transferred to Faridpur Medical College. Dr Muslehuddin Ahmed, associate professor of the blood transfusion department of Comilla Medical College was appointed vice-principal of the college. The vice-principal of Begum Khaleda Zia Medical College, Dr Idris Ali, was transferred to Sher-e-Bangla Medical College in Barisal as professor of the orthopaedic surgery department. Dr Abdur Rashid, an associate professor of physical medicine in Sir Salimullah Medical College was appointed vice-principal of Begum Khaleda Zia Medical College and professor of the physical medicine department. Dr Tawhidul Alam, vice-principal of Rajshahi Medical College, was appointed principal of the same medical college. Dr Shahidul Islam, vice-principal of Shaheed Ziaur Rahman Medical College in Bogra was transferred to Faridpur Medical College as professor of anaesthesiology. Dr Abu Bakar, principal of Khulna Medical College, was appointed professor of the medicine department at Dinajpur Medical College.

Dr Abul Kashem, associate professor of dentistry at Faridpur Medical College, was transferred to Dhaka Dental College as principal (acting), and the former principal, Dr Zakir Hossain, was appointed professor of the orthodontia department of the same college. Dr Saroj Kumar Das was posted as principal (acting) of the Dinajpur Medical College, and the former principal, Nazrul Islam, was appointed professor of anatomy at the same college. Another directive issued on January 27 said that the former director of Primary Health Care and line director of Delivery of Essential Services, Dr Kazi Shahadat Hussain, was appointed director (administration) of DGHS and its deputy director, ABM Jahangir Alam, was appointed director (PHC and line director) of the ESD programme; the director (health) of Khulna, Dr Jalal Uddin Ahmed, was appointed director of homeopathy and herbal medicine at DGHS; the DS of Khulna, Zebunnesa, was made director (health, Khulna); and the professor of pharmacology of the National Institute of Cardiovascular Diseases, Dr Zahurul Haque, was made director of the Centre for Medical Education. The principal scientific officer of the Institute of Epidemiology, Disease Control and Research, Rokeya Sultana, was made director (planning and research) of the DGHS; the director (administration) of the DGHS, AKM Jahangir Alam, was made director of Sher-e-Bangla Medical College Hospital in Barisal; the director of the Centre for Medical Education, Dr Mayen Uddin Ahmed, was made principle scientific officer of the IEDCR; the principal of the Institute of Health Technology in Rajshahi, Anwar Hussain, was made director (health) of the Dhaka Division; the principal of the Medical Assistant Training Services in Tangail, Dr Nimai Chandra Mandal, was made director (health) of the Sylhet Division. The superintendent of the Comilla Medical College, Dr Abdul Mannan, was made DD of PHC in DGHS; Dr SM Abul Khaiyer Mia and director of Sher-e-Bangla Medical College, Dr Mohaddes Hossain, were made officers on special duty according to the same directive issued on January 27. The superintendent of the 200-Bed Narayanganj Hospital, Dr Abul Hasnat, was made DD of the Institute of Public Health; the assistant director (school) of the DGHS, Nurul Islam Pradhan, was made deputy director of the PHC; and the programme manager of the Emergency Obstetric Care of DGHS and assistant director of the Leprosy Programme, Abu Saleh Md Aminul Mawla, was made DD of Homeopathy at the DGHS.

The programme manager (OSD) of the Leprosy Programme, AKM Majibur Rahman, was made DD and programme manager of surveillance at the EPI; the principal scientific officer of the IEDCR, Dr Abul Monsur Khan, was appointed

DD (medical education) at the DGHS; the civil surgeon of Narsingdi, Dr Dharendra Nath Sinha, was posted as principal of the Government Homeopathy Degree College in Mirpur; the assistant director of surveillance (EPI), Abdul Halim, was made DD of the National Institute of Traumatology and Orthopaedic Rehabilitation (NITOR); the assistant director of Sir Salimullah Medical College and Mitford Hospital, Dr Subodh Chandra Das, was made DD of the same college and hospital; the AD of DGHS, Firoz Mia, was made DD (Admn) of the DGHS; the civil surgeon of Barguna, Dr YM Fazle Rashid, was appointed DD of the Shaheed Ziaur Rahman Medical College in Bogra; the AD of Rangpur Medical College, Anisul Karim, was promoted as DD of the same college.

The DD (Administration) of the DGHS, Rawshan Ara Begum, was made chief scientific officer of the IEDCR; ABM Khashru (OSD) of DGHS was made DD (planning) of the DGHS; the port health officer in Chittagong, Dr Rafiqul Islam, was made chief scientific officer of the IEDCR; the civil surgeon of Tangail, Dr M Abu Taher, was made principal of MATS in Bagerhat; the DD of Mymensingh Medical College, Golam Murtaza, was made principal of MATS in Sirajganj; the civil surgeon of Chandpur, Dr Akhtaruzzaman, was made superintendent of the Comilla Medical College Hospital; the programme manager (OSD) of health at the DGHS, Dr Azizar Rahman, was made DD of the Centre for Diseases Control; the civil surgeon of Satkhira, Dr Abu Aziz Al Monsur, was made principal-cum-professor at the Unani and Ayurvedic Government Degree College; the senior lecturer of MATS in Bagerhat, Dr Samar Kumar Barua, was made DD of the Chittagong Medical College Hospital; and the assistant director of the DMCH, Dr Musaddek Ahmed, was made OSD at the DGHS.

Source : NewAge, 10 February, 2009