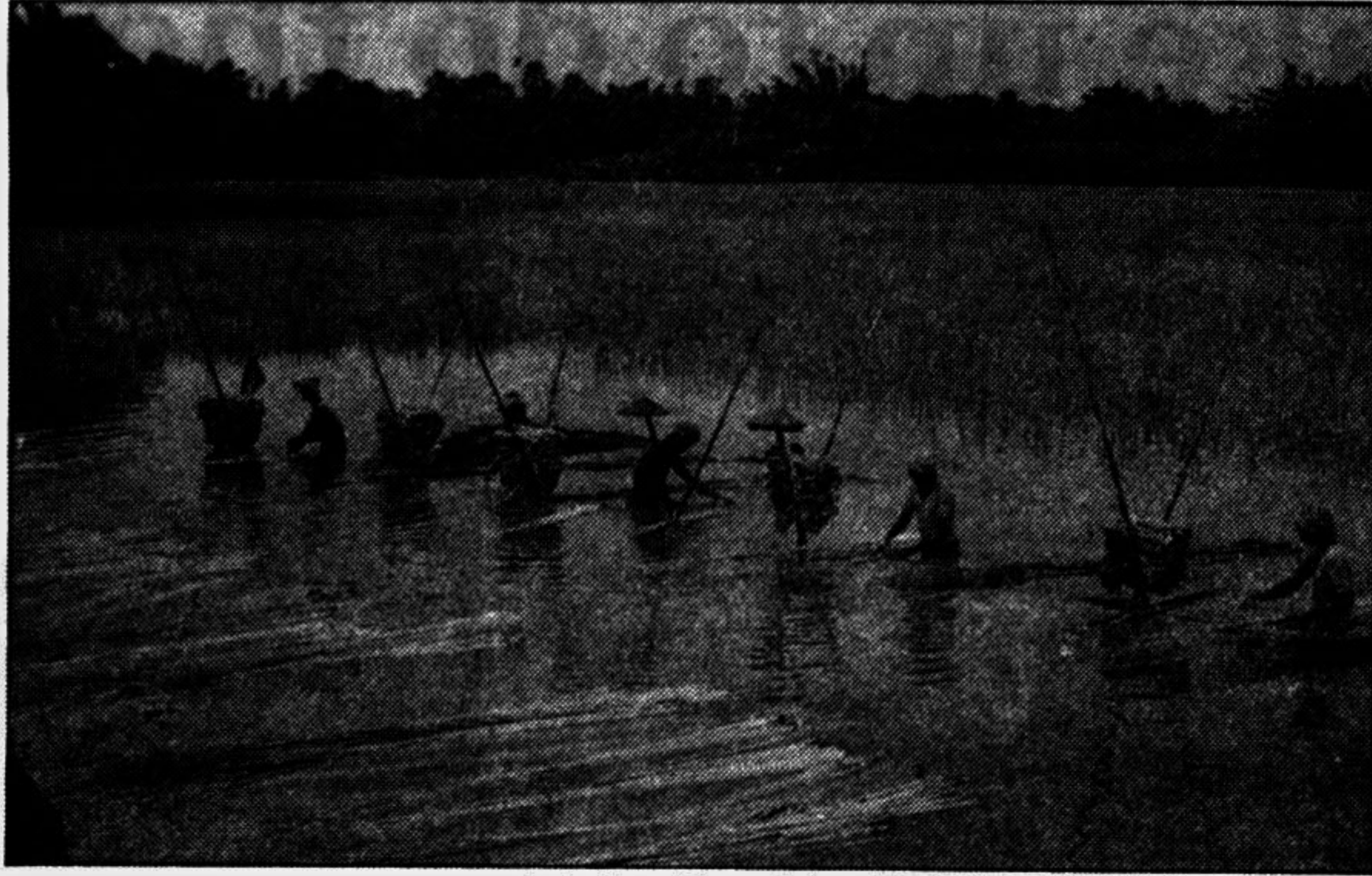


THE SECOND DEVELOPMENT

A Step Towards Local Environmental Management

by Amitabha Paul

Though it is possible to germinate some of the agriculture in towns, we can also have the opportunity to transfer some of the urban industries to the village. By this, a two-way channel will be created, which ultimately will help to put the production system in a symmetry



Agriculture: The real thrust

NOW in Bangladesh, or why only here — in all over the world, the word "development" is going to be more popular than "politics". It has also three steps like all the evolution in nature. And in Bangladesh — development is crossing the second or third phase of the first step. So, the light of the second step is showing its face in the dawn of our thinking.

If I rent some words from chemistry, it can be said that the life cycle of every development is surrounded by primary, secondary and tertiary steps. The primary step is responsible for the mobilisation of capital, the secondary step occurs the technology for making the production system specific and speedy and the tertiary step has the ability to enter the global market. In Bangladesh, the NGOs are very much responsible for the mobilisation of the primary step. May be in the history of development, this responsibility will be the main phenomenon of the NGOs but if there is no evolution process for them. And it will not become hard to achieve the evolution because the causes and effects are not out of their bound. Otherwise, a new organisation with a new name will occur the place. And the state will also support them.

To make the production system specific and speedy, we need to coordinate all the materials and experiences engaged with it. Nothing is to be thrown in the waste paper basket. And because the soil of Bangladesh is not sufficiently ready for big industries, the small industries are more preferable for us. It is commonly known as cottage industry but to make it more intensive, I'll call it household industry.

The mobilisation of capital driven by the NGOs has now reached in the phase of singularity. Though, in the beginning, the fund was collectives but for the hypnotic capacity, the self-driven capital has broken all the resistance lying in the path towards singularity. So, from soil to man, all are ready for production. And all the houses of a community can join this system.

also now in search of products, which are locally characterised. For this reason, there is a scope for a locality to become fertile. And when all the things involved like the flowers of a garland in the production system, it is possible for a locality to be so. Environment, the another work of today's world also supports this.

The only thing that has the capacity to become a thread for this garland is capital. The broken pieces of our feudal society are now waiting. And from this, the NGOs have the opportunity to get into the secondary step. The opportunity to be involved with a new responsibility. Now, they will have to control the production system by putting the working ability of the people to a structure for moulding, which is simple and straight.

There is no alternative of, if we want to fulfill the demand of the local market of Bangladesh, which has a big population — a specific and well-managed production system. And by making the system enthusiastic, the NGOs can find their ways towards a solid economic base which is now more or less fully dependent on the donors. By supplying regular capital, technology and materials — the NGOs can go for the establishment of household industries by collecting products and distributing it in the market. With this they will find a place for proud. It means, they are those new capital providers who also help the society by providing services in the field of health, education and technology. There are no other organisations along with banks, who have this type of system.

You can express this system as a more involvement. And this involvement will become a sculpture if all the population and eco-resources (it is the co-ordination of ecology and resources) of a locality bounded by municipality or thana, can be guided into a conscious production system. Of course, a social mobilisation will get start from it. And then the management of production coordination will

start. It can be expressed as market management also. And by distributing the products to markets and sales centres, the NGOs will get the economic security, as well as to provide capital to the industries again. Lets have a discussion about agriculture. If we think about urban agriculture only — there is an idea that, to produce sufficient vegetables for a town — you don't have that much of land. This is merely true but if we change the site of our eyes, we will find some unusual lands. These are the roofs of the slums, which could be able to produce herbs. The dustbins are the source of the fertilisers and not only that, but will find other things which could be recycled.

Though it is possible to germinate some of the agriculture in towns, we can also have the opportunity to transfer some of the urban industries to the village. By this, a two-way channel will be created, which ultimately will help to put the production system in a symmetry.

And this symmetry will help to establish agricultural industries in the villages. Then, nobody will have to come to the town because of a broken shaft of his power. It can also be fitted in the case of a soap and a safety match. These expansions help me to stand before an eco-village. And all the eco-villages are the

bricks of an eco-town. Now we need a purification of all the molecules of our production system. And the first step of this purification will be the establishment of Zinzira into the lime light. Then we will

have to spread the ideology of Zinzira into every household industries. It is my feeling that by going into corner, our cottage industry has become the illegal Zinzira. But if, in every village there is a Zinzira, then the transformation of Zinzira into a big industry like Toyota will not be impossible. The household Zinziras then will take the responsibilities to produce small machinery or parts.

There is an open field around the NGOs and there are millions of human resources like green grass. As a result, it is the time now to connect these forces with development. And only an honest future site is enough for it.

The second development is really the development of communication. In this stage, this communication is the capital. It is the evolution of the capital, I think. This evolution will create a change to the organisational structures of the NGOs. And the target group will expand to a target country. May be the country could be divided into some production regions controlled by an ngo or based on the characters of a local product.

The second development is the development of the industrial base of Bangladesh. It could be expressed as the kindergarten of industries and they here will learn the use of

technology and proper planning. After that, the industries will be post-graduated and will work as the employee of big industries to develop them. May be the education programme of the NGOs should be expressed as "Industrial Education Program (IEP)". Because, if we count the numbers of educated and non-educated industries, we will find the later more.

Industrial education is also divided into education for young and old. As a result, the education programme will have to change itself in this direction. May be, the other departments of education like training will have to join with it and help to built this area with a sound application base structure.

When man is educated — the machines are also. So, industrial education is going to be more useful in this era of machine attachment. And when man with applied expertise, join with production, his buying capacity increases. The increase of this buying capacity has no alternative to develop the economic base of a local market.

Buying capacity releases a man from a pressure of poverty. It helps him to be more spontaneous. The blood circulation of a dead production system then engage with new stream of enthusiasm. As a result, the authorisation of production system can be expressed as a system of uplifting the buying capacity of a community.

Or, in other words, the second development can be expressed as an administrative action which always helps not

to loosening the demand and supply flow. Here, I've an opportunity to describe the present production system of our country but it is useless. I think, we have an idea about the plinness of our industries and we can make it more slim about analysing it. And the meaning of this slimmness may be the broken pieces of old production system is waiting for a new combination and we are in that static position. It means, before starting a journey towards a new way, we are in front of a puzzle which has the components of materials, plan and preparation. I think, it is time to examine the borders of those broken pieces of old system because it will help ultimately to adjust these pieces into a new combination.

In this segregation, the state is also a piece. May be the political experts will be angry with this comment, but it is true that the duties which make a state complete, have no success. The main two components of a state (i.e. the people and the administration) have a wall between them. The administration is living inside with its family and the people are unable to climb it. May be we need a gate or a bulldozer to break the wall and this responsibility can be taken by the NGOs. And it must be taken by them or they will lose the opportunity.

For every evolution, the starting points are same. It means, the attachment of the NGOs as catalyst in its primary days are same as the second development. But here is a little change — they will have to increase the strength of their catalytic power now. Or will have to increase the ability to get into a deeper position.

Bangladesh is now waiting for this action.

BANGABANDHU MURDER CASE Verbatim Text of Cross Examination of Fifth Prosecution Witness

(Continued from Friday) Cross-examination of PW-5 Naeb Subedar Abdul Gani by T M Akbar, defence counsel for Lt Col (LPR) Muhiuddin, after a weekend recess, resumed on Monday.

Q: How the patrol party used to do their duty, on foot or by car? A: On foot.

Q: Would the duty end near Bangabandhu's residence coming from Ganobhaban? A: Yes.

Q: Would an NCO command every shift of patrol duty? A: One NCO and sepoy were in a patrol party. And most of the time the NCO was a Naik.

Q: When was your last duty at Bangabandhu's residence before August 14? A: I don't remember the date.

Q: When did you first begin your duty at that house (Bangabandhu's residence)? A: I can't remember.

Q: Do you remember that you used to go to the house at Road-31 after the completion of your duty? A: Yes.

Q: How long you used to stay at that house (Road-31) after going back there? A: 24 hours.

Q: Would you take rest for 24 hours there? A: Yes.

Q: There was no duty during that 24 hours. A: Yes.

Q: There was an arsenal in that house (Road-31) and there was security system for that. A: Yes.

Q: Was that security only for that arsenal or for the whole house? A: Security was for the whole troops.

Q: Was the security system like that of Bangabandhu's residence? A: From 6 pm to 6 am.

Q: So, you want to say that the troops or the arsenal used to remain insecure during daytime. A: There was 24-hour security for the arsenal. The person who was in charge of the arsenal and maintenance used to stay there from morning till evening.

Q: The duty was like that of Bangabandhu's residence — two hours rest and two hours duty. A: It was the same system.

Q: Who were in command of the sepoys — NCOs or JCOs? A: NCO.

Q: After doing 12 hours duty a night, the NCOs used to take rest for 12 hours the following night. A: The NCOs would not do same duty as of Bangabandhu's residence. They used to do duty at the Bangabandhu's residence for four hours and take rest for four hours. But at the Road-31 they used to sleep or remain awake, though the charge was for whole time.

Q: You are talking as per your whim. A: I am telling you the truth.

Q: You were not on duty at that time at Bangabandhu's residence. A: It is not true.

Cross-examination of PW 5 Naeb Subedar Abdul Gani by Abdur Razzak Khan, defence counsel for Lt Col (ret'd) Sultan Shariyar Rashid Khan:

Q: How long did you stay at Bangabandhu's residence on August 15? A: Before Jumma prayers.

Q: How long you were at the house at Road-31. A: I went to the Road-31 camp at 7:30 am and came back to Bangabandhu's house at 11:30 am when Capt Bashir arrived and stayed there for 15

to 20 minutes and then I went back to the camp. It was my last visit to Bangabandhu's house.

Q: Col Abdur Rob was a director of supply and transport directorate. A: I don't know whether he was a director or not.

Q: Col Gaffar of 46 brigade came to Bangabandhu's house on August 15. A: I did not see him.

Q: Can you say, when did Col Hamid come there on August 15. A: I did not see him.

Q: Those who died there (Bangabandhu's house), their burial or transportation of the bodies by helicopters had been arranged by army officers from the cantonment. A: I don't know.

Cross-examination of PW 5 Naeb Subedar Abdul Gani by Khan Saifur Rahman, defence counsel for Lt Col (ret'd) Syed Farooqur Rahman:

Q: Does the time-table in military service go by watch or is it a matter of guesswork? A: It goes by watch.

Q: All the forces, police, army, navy or air force across the country hoist national flag following a standard time. A: Army follows a standard time.

Q: There were crates or boxes for ammunition. A: Yes.

Q: Those boxes were manufactured at ordnance factory and filled with ammunition those were bound by steel wire before being issued. A: Issued from the ordnance factory.

Q: Crates were bound by steel wire. A: Yes.

Q: The guards' group which will have duty will hoist the flag. A: The group which will be on duty will hoist the flag.

Q: On August 15 morning, it was the duty of Havilder Quddus' group to hoist the national flag. A: On that morning, Quddus came one hour earlier and he hoisted the flag.

Q: What quantity of ammunition was issued for the guards of Bangabandhu's residence. A: I can't say about the quantity, but I had 1,000 rounds of ammunition in my share.

Q: Shares were distributed among the havildars. A: The havilder who remained in charge had 1,000 rounds of ammunition and he handed over those to the new group and it used to go in rotation.

Q: What is the loading capacity of a magazine? Forty rounds of bullets? A: The capacity of an SLR magazine is 20. One sepoy had one arms and a magazine and 10 bullets were issued for him.

Q: The provision is that an on-duty security guard must have ammunition. A: Yes.

Q: When did you come to Dhaka from your village home? A: Five-six days ago.

Q: Who informed you? A: By the summon of the court.

Q: Are you staying in hotel. A: No, at my cousin's house in Rampura.

Q: What is the weight of a crate containing 1,000 rounds of bullets? A: I don't know.

Q: Which army officer did come to the spot being informed of the incident? A: I saw Capt Bashir.

Q: The remaining guards of

Bangabandhu's residence were at Road-31 camp when the incident took place. A: All other guards, except my troops and Havilder Quddus, were there (Road-31).

Q: Sensing an incident, should the guards remain at the camp or come out for resistance? A: Motaleb was to decide. We were unarmed here (Bangabandhu's house.)

Q: Quddus group came to take over charge from your group. A: Yes.

Q: Arms would not be handed over. Everyone would keep his arms with him. A: Yes.

Q: Is there any provision that the President will be present in his house when the flag is hoisted? A: No.

Q: This is a routine work. A: In every authorised places the flags will be hoisted.

Q: Like Quddus' group, your group members were also free to move anywhere in that house (Bangabandhu's house) at the time of the incident. A: Quddus was hoisting the flag when the firing began and I rushed to the guardroom.

Q: While receiving or depositing ammunition you are required to sign on the register. A: Yes.

Q: Havilder Ashraf Ali was with the security team at Road-31 camp. A: There was no havilder named Ashraf Ali in the 25-member team in that camp.

Q: Did anyone named Havilder Ashraf go to the place of occurrence (Bangabandhu's residence) before or after the incident? A: I did not see anyone named Ashraf Ali.

Q: You want to say that as you did not see him so, he did not go there. A: I do not know him and I did not see him.

Q: Was there anyone called Naik Sheikh Md Yunus Ali among the guards in Bangabandhu's residence? A: There was no Naik named Yunus.

Q: Any sepoy? A: I don't remember.

Q: Is there any place beside the road on the southern side of Bangabandhu's residence? A: After the road there was the guard room and after that there was land.

Q: What was the distance between the lake and the southern boundary wall of Bangabandhu's residence? A: About 50 yards.

Q: What was the width of the guard room in the north and south? A: The width was about eight cubits and the length 20 cubits.

Q: What was the distance of the lake from the southern wall of the guard room? A: About 30 cubits.

Q: Was there a hole in the guard room to watch the lake side? A: There was a window.

Q: There were windows in the east, west and northern sides of the guard room. A: In every side there was a window.

Q: In which side was the entrance of the guard room? A: There was a door in the north of the guard room.

Q: How does a person surrender? By raising hands? A: If there is arms then by raising the arms in hands and if there is no arms then only by raising hands.

Q: Is there any difference between surrender and hands-up. A: In one way, it is the same.

Q: Whether it was hands-up or surrender, did you comply

with the order? A: None asked me to surrender or put my hands up.

Q: Was there any police patrol with military patrol? A: I did not see police patrol.

Q: Flag was hoisted at 6 am on the day of the incident. A: In between 5 and 5:02 am.

Q: The flag was also hoisted at the same time on the previous day? A: On the previous day (August 14), the flag was hoisted at 6 am, not at the same time as the day of the incident.

Q: Were you on duty on the previous day morning (August 14)? A: I took charge from Havilder Quddus.

Q: The flag was hoisted at 6 am on the previous day. A: Yes.

Q: Is it true that you were in a hurry to hoist the flag as you knew that the incident would take place? A: It is not true.

Q: Those who were guarding and the Quddus' group were with the killer's group. A: Not true.

Q: You have become a witness as police asked you to do so. A: It is not true.

Q: Do you have any documents that you were a guard in that house? A: A duty record used to be kept.

Cross-examination of PW 5 Naeb Subedar Abdul Gani by Sharfuddin Mukul, defence counsel for Taheruddin Thakur:

Q: Do you have any documents about your duty of August 14, 15 and 16? A: No.

Q: After August 14, 15 you were in service for long time and retired gracefully. A: Yes.

Q: Were you in Bangladesh after your retirement? A: I was in my village home.

Q: All of you went back to Comilla on the same day. You came from there to Ganobhaban. A: Yes.

Q: You were in Comilla Mainamati Cantonment at 11 am on August 15. A: It is not true.

Q: You did not witness the incident and have given a false statement. A: It is not true.

After all the defence counsels completed cross-examination the PW 5, Abdur Razzak Khan, counsel for Hon Capt (ret'd) Abdul Wahab Joardar with a petition wanted to put two suggestions to the PW 5 alleging that the prosecution did not allow him to put forward those suggestions when he cross examined the witness.

In the face of stiff opposition from the prosecution the court allowed Abdur Razzak Khan to put forward his suggestions, but noting objections raised by the prosecution.

Abdur Razzak Khan suggested that the witness did not tell the IO that he (Gani) had seen or talked to Sohrab (sepoy) on the day and time of occurrence and Sohrab went inside Bangabandhu's house. The counsel further suggested that the witness did not tell the IO that he informed his officers and Capt Bashir of the incident.

Regarding both the suggestions, witness Havilder Abdul Gani said, "Yes, I told the IO."

Verbatim texts of further cross examinations shall be published as and when they are received.

— UNB

Training and Internal Consultancy Programme: Action Learning

FOR several years, my team and I have run a Training and Internal Consultancy programme for senior managers, which is specifically designed to make a beneficial impact on the performance of the participating firms.

Developed initially at Manchester University, this is an action learning programme, which has proved to be equally effective in the UK, India, Uganda and Bangladesh. The team, made up of academics, consultants and managers is unusual in that all of them have had hands-on experience as line managers, so that they understand the difficulties of practical application as well as the theory of change.

The essence of the programme is that managers learn best when they are tackling a problem that they want to solve and so they bring to the course a current problem from their factory. It is then our job to help them work out a strategy for solving — or ameliorating — the problem. It is not our job to provide an answer and we make this very clear from the outset; this does not mean that technical problems can't be investigated but wherever possible we encourage the firms to think of managerial rather than technical problems.

A second feature of the course is that we take two managers from each of the 12 organisations invited to participate and we purposely do not specialise in any industrial sector but endeavour to get a mixture of manufacturing and service technologies. We find that the advice given by say, the textile, engineering and mining managers to each other is more credible than anything an academic

by Professor Jack Butterworth

The essence of the programme is that managers learn best when they are tackling a problem that they want to solve and so they bring to the course a current problem from their factory.

can say, especially if he is also a foreigner. For instance at a major Indian engineering company, the manager was certain that he could not forbid smoking in the factory as this was part of their culture. I would have found this difficult to refute, but he was immediately contradicted by the manager from Bharat Petroleum who said he enforced a no-smoking rule at all his plants. Last year one of our Bangladeshi firms was plagued by competitors counterfeiting their product and they felt that nothing could be done; the managers from another big firm disagreed and said what action they would take in similar circumstances. The reason for taking two managers from each enterprise is that it allows them to discuss the problem and the strategy for implementing change; it is also easier for two people to cope with resistance from their colleagues when they return to the factory!

During the programme, which is usually of 10-12 weeks duration, there are lectures, discussions, games, factory visits etc, and a broad overview of management is presented by people who have held similar roles to the participants. But one day of each week is devoted to the projects and this starts with a very tough analysis of what the real problem is, each team then has to state its objective and constrain the investigation by writing out terms of

reference. Next the teams are put into cells of 3-4 teams; with each team coming from a different sector so that they can benefit from the varied technical/managerial experience in the cell. Each team is required to explain and defend its objective and terms of reference to the other cell members and this is followed up with brain storming sessions, within each team with the help of its cell colleagues generates literally dozens of ideas about the kind of information they need to collect, how they will analyse it, what problems can be foreseen, how will they be tackled, what measures will be used, how will success/failure be determined etc.

Each individual team then works on these ideas discusses them with the faculty and the management of relevant UK companies so that they can prepare an action plan, which includes a time scale, a detailed methodology of how they recommend the plan should be carried out and an estimate of the benefits that can be expected. Although it is impossible to be accurate about the level of improvement at this early stage, it is essential that the team has a feel for the possible order of magnitude so that they realise how important the outcome is for the firm's future. If the potential benefit looks small the team have to face up to whether the change is worthwhile; but if the team sees

the possibility of improving the company performance by say, 6-10m taka per annum (and this is the average level of improvement that has been achieved), then they have an enormous boost to their morale and a consequent increase in determination to persuade their colleagues to implement their proposals.

At the end of the taught component, each team is asked to give a 15-20-minute presentation on their project-emphasising the methodology they adopted, the conclusions they arrived at, the modus operandi for effecting a change and the potential improvements that could be obtained for the organisation. This is video recorded and analysed so that the team can give as polished a performance as possible when they address their colleagues. The teams now return to their firms and for the next 6 months work with their colleagues on the implementation of the project; finally there is a seminar where each company reports its results — and again the presentations are kept short (in fact, to only 10 minutes each) so that the teams have to focus on essentials: problem, analysis, proposals, implementation and benefits.

DFID have agreed in principle to support this programme for a further three years on the understanding that it will then be transferred to Bangladesh. Organisations which would like to be considered have been asked to declare their interest in taking over the programme and the British Council is currently collating the requests for DFID.

The writer is the DFID consultant

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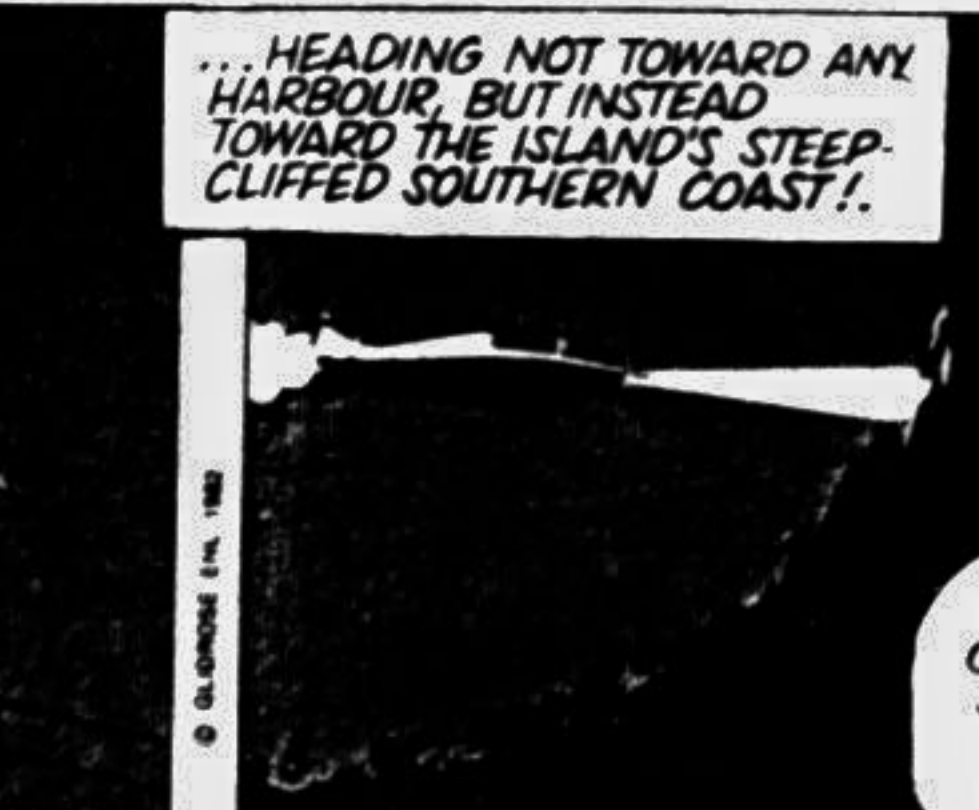
IAN FLEMING'S James Bond



by Jim Davis



DRAWN BY JOHN MCLUSKY



CRETE'S FAMOUS FOR CAVES, YOU KNOW, JAMES BOND. THIS ONE HAPPENS TO BE UNDERWATER!

