



# Innovations in the Delivery of Public Service International Public Service Day

23 June 2006

Ministry of Establishment, Government of the People's Republic of Bangladesh



**Prime Minister**  
Government of the People's Republic of Bangladesh  
23 June 2006

## Message

I am pleased to know that the Ministry of Establishment, Government of the People's Republic of Bangladesh, is observing the International Public Service Day 2006. The theme of the day this year is "Innovations in the Delivery of Public Service". It reminds the civil servants that they should work hard in an innovative manner in order to improve the delivery of public services. Such an occasion also enables us to reflect on the opportunities and challenges we face in our struggle to raise the living standard of our people.

The main responsibility of our civil servants is to implement the policies and programmes of the government in a people-friendly manner. In carrying out their assigned tasks, the members of Bangladesh Civil Service should uphold their integrity and impartiality and deal with the general public promptly, efficiently and sympathetically.

I hope that with the passage of time, our civil service personnel would attend newer heights in public management and contribute more significantly towards poverty alleviation and human resource development in the country.

I wish the observance of International Public Service Day 2006 all success.

Allah Hafez, Bangladesh Zindabad

*Khaleda Zia*  
**Khaleda Zia**

Democratic governance is central to the achievement of the MDGs, as it provides the 'enabling environment' for the realization of the MDGs and, in particular, the elimination of poverty.

An integral component of democratic governance is the development of an efficient, effective, accountable and vibrant civil service, whose mandate essentially is to provide services to the public in a responsive and timely manner. Sadly though, the Civil Service, and this is a global view, is often described as being largely inefficient, sometimes corrupt, and often unresponsive to the demands of a more informed population.

Bangladesh has committed itself to the achievement of the MDGs, and has developed and adopted a National Strategy for Accelerated Poverty Reduction. This strategy is aligned to MDG No. 1, i.e. eradicating extreme poverty and hunger. Implementing the PSRP will undoubtedly contribute to the achievement of all MDGs in general, as tackling and reducing poverty will improve the quality of life of our citizens. However, in order to realize this goal all efforts must be supported by purpose-driven institutions, including the Civil Service, which has a vital and important role to play.

Since independence in 1971, administrative reforms have been on the agenda of nearly every government. Nonetheless, there is general agreement that the Bangladesh Civil Service system has undergone very few changes and that hardly any steps were undertaken to bring more substantive changes in the structure and composition of the public service and the work attitudes of the civil servants. For example, the report of the Public Administration Reform Commission (PARC, 2000) found that there were low levels of efficiency, effectiveness, accountability, transparency and dynamism in public agencies.

The Government of Bangladesh, in partnership with donor agencies, is increasing its efforts to improve the civil service. The modernization of the machinery of government can impact on the achievement of MDGs by reducing the costs and improving the efficiency of the public administration. If this is accomplished resources can be better used in pursuit of MDG goals. Also, by improving transparency and eradicating corruption, fewer scarce resources will be misdirected away from achieving MDG goals. Another point worth noting is that a public administration that is responsive to the needs of citizens is critical to ensuring the sustainability of the achievements of the MDGs. And increasing the accountability of state institutions is an essential feature of government's strategies to promote the democratic ideal.

Reinforcing the role of the parliament in holding government accountable for policy commitments and the use of budget resources for poverty reduction goals is also critical to Bangladesh achieving the MDGs. In particular, the budget analysis capacity must be strengthened to help it ensure that national allocations match MDG plans and commitments. The same capacity can be reinforced in women's caucuses, health and education committees of parliament, to ensure that progress toward MDG achievements are on course and appropriately resourced. These interventions can strengthen the national democratic process of oversight and accountability for MDGs.

The issue of accountability has been continuously raised in several fora in the past. For citizens to be able to hold governments accountable they need valid, reliable information. The advent of modern technology means that more and more people are becoming 'information savvy'. Citizens need information about poverty, trends, well-being, corruption, growth, HIV-AIDS, disasters and much more. Government has to be cognizant of this expanding role, and must strengthen its ways and means of disseminating information. Citizens' access to information will add value to the achievement of the MDGs.

The role of local government is critical to the achievement of MDGs. There must be a participatory planning and monitoring system which will help address the question of how globally selected indicators can be made relevant at the local level. Local level representative bodies also have the responsibility of ensuring that resources and services to the poor are being delivered in accordance with local poverty reduction goals. Under the accountability umbrella, and through strengthened citizens groups, citizens can ensure that results are achieved, resources are allocated according to commitments and civil servants at the local level are held accountable for poverty reduction achievements.

The Government of Bangladesh is committed to making government work for the people. A number of strategies have been developed and are in the process of being implemented. Progress in this area is being slowly realized, in spite of civil servants operating under severe hardships in terms of non-competitive wages, lack of resources etc. But in spite of all these hardships, as well as the on-going and impending changes to the civil service, the civil servant is still on the front line, with his/her efforts in providing essential services often unheralded and often unappreciated. On this International Public Service Day 2006, we need to publicly recognize and laud the achievements of our fellow citizens.

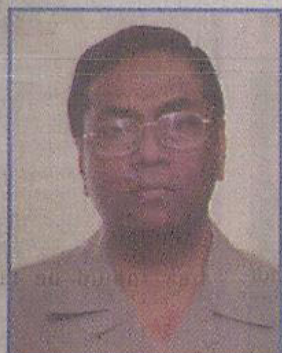
## Developing Civil Service Capacity For 21st Century Administration: A Reform Initiative

The Ministry of Establishment, in partnership with UNDP, is currently implementing a Preparatory Assistance (PA) project, 'Developing Civil Service Capacity For 21st Century Administration'. The project is being implemented under the National Execution (NEX) modality.

The objective of this PA is to ensure further capacity assessments in selected institutions and broad stakeholder consultation in view of preparing UNDP's long-term support to capacity development for civil service reforms and administrative modernization for 21st century administration. The project also aims at improving the efficiency and effectiveness of Bangladesh Civil Service by supporting key areas of institutional development, training, ICT development, curricula development, role of civil servants in achieving MDGs and ethics in the civil service. In this preparatory assistance phase, the project is laying the groundwork and initiating activities to start capacity development in the Bangladesh Public Administration Training Centre (BPATC), which is to become the apex training institution and think tank for the public administration.

The project is expected to have a number of outputs including (a) an Institutional Development Plan for BPATC, (b) a study on the cost effectiveness of selected training operations and institutions in the civil service, (c) internet and LAN connections for all the faculty staff, (d) review of the curricula in the BPATC, (e) a study on the role and effectiveness of the civil service in achieving MDGs, (f) a study on recruitment policies in the civil service and draft project proposal to the Public Service Commission (g) a study on ethics in the civil service (h) a detailed implementation plan for the National Training Policy and (i) a final project document 'Capacity Development for Civil Service Reforms and Administrative Modernization for 21st Century'.

The Project Office has set about its task in earnest, and has a long-term vision of being the model of excellence and premier catalyst for institutional change in the Bangladesh Civil Service. It also sees its purpose as being responsible for creating a platform for institutional change in the Bangladesh Civil Service through the implementation of pilot projects, active research and formulation of recommendations, to the benefit of the citizens of the nation.



**Cabinet Secretary**  
Bangladesh Secretariat  
Cabinet Division  
Government of the People's Republic of Bangladesh  
23 June 2006

## Message

I am delighted today to be a part of the celebration to mark International Public Service Day 2006. Though the global community began to observe an International Public Service Day in 2003, we in Bangladesh, this is the first time that we do so in our country. Such an occasion enables us to reflect on the opportunities and challenges we face in the struggle to improve the living conditions of our people.

I am excited about the partnership between the Ministry of Establishment and UNDP Bangladesh. There is a commitment from both parties to give long-term support to capacity development for civil service reforms and administrative modernisation for the 21st century.

In these challenging times civil servants must know and appreciate that being a civil servant is a call to duty that demands dedication to service delivery. We all desire a civil service with the capacity to effectively respond to the changing environment, to cope with increased demands brought about by globalization and modernization. In addition, we also recognize that the Government should create a conducive environment for the civil servant to perform. Appropriate policies, incentives, logistics and facilities for them to serve effectively must be put in place, and above all, there must be respect public servants.

We also envisage that other partners in development will continue with their support and efforts to make Bangladesh, and in particular, the public service, rise to the challenges that we as a nation face.

A S M Abdul Halim



**Principal Secretary to the Prime Minister**  
Government of the People's Republic of Bangladesh  
23 June 2006

## Message

Today, the 23rd June, has been designated International Public Service Day. As public services worldwide celebrate this day, we here in Bangladesh join with our global colleagues in recognizing that democracy and successful governance are built on a foundation of a competent public service.

At this critical juncture and phase of our nation's development, our public service is committed to maintain safety and security provide essential public services, protect human rights, and to hold free and fair elections. But in order to accomplish these pillars of good governance our civil servants need to draw on their sense of purpose and use all the skills at their disposal. Without a competent civil service our vision for a better Bangladesh will remain a distant dream.

Added to the skills that our civil servants possess, we need to focus on the need for the civil service to adopt a 'team' culture. They must uphold the values of teamwork, innovation and responsiveness to public needs.

Our development is at the crossroads, and no effort is being spared to put in place a sound, effective, efficient and transparent civil administration. We commit ourselves to developing our Civil Service and by extension our Civil Servants, so that they can provide better services for and to the public. And at the end of the day, this is what Public Service means - delivering (quality) service to the public.

*Kamal Uddin Siddiqui*  
Dr. Kamal Uddin Siddiqui



**Secretary**  
Ministry of Establishment  
Government of the People's Republic of Bangladesh  
Bangladesh Secretariat  
23 June 2006

## Message

Today we join with our global colleagues in observing and celebrating International Public Service Day 2006. It is a day that we need to celebrate, and at the same time acknowledge the efforts of public servants. We also need to recognize that we still have an uphill battle on our hands to achieve the goal of total development.

In observing International Public Service Day, I cannot help but emphasize that deficiencies in public service reflect poorly on the Government, and severely hamper efforts to provide a reliable and timely service to citizens. With dedication, innovation, professional and visionary leadership, we should all be able to transform the public service into an effective agent of social change.

A strong and effective public service is vital not only to achieve the Millennium Development Goals, but also to promote good, democratic governance - governance that is transparent, accountable, and sensitive to the needs of the public.

Keeping this in mind, we, the Civil Servants of Bangladesh will do our utmost to ensure that we make a valid contribution to build a safer, more equitable and more peaceful Bangladesh.

*Mohammad Mahbubur Rahman*  
Dr. Mohammad Mahbubur Rahman



**UN Resident Coordinator and  
UNDP Resident Representative  
in Bangladesh.**  
23 June 2006.

## Message

I wish to congratulate the Government of Bangladesh for its decision to commemorate International Public Service Day. This is an important initiative of the Government, one that will motivate public service officials around the country to rededicate themselves to the service of the people of this great nation.

Being a signatory to the United Nations, Bangladesh is committed to the pursuit of good governance, the eradication of poverty and the achievement of the Millennium Development Goals. The public service of Bangladesh plays a critical role in transforming these noble goals into reality. To hasten and deepen this process, I hope today's commemorative events will inspire the dedicated civil servants of this country to commit ever more effort, energy and care into their important duties and functions, especially toward meeting the needs of the poor and vulnerable.

UNDP-Bangladesh is pleased to provide assistance to enhance the performance and accountability of Bangladesh's public service officials, including support to the Public Administration Reforms Commission, curricula enhancement of the BPATC - which includes the introduction of modules on ethics and anticorruption, and a variety of other capacity development initiatives.

May today's celebration inspire dedicated public service officials around the country toward ever greater commitment and every greater service to the people of Bangladesh.

*Renata Lok Dessalain*  
Renata Lok Dessalain



**Additional Secretary**  
Ministry of Establishment  
Government of the People's Republic of Bangladesh  
and National Project Director, UNDP-BGD/04/002 Project  
23 June 2006

## Message

We celebrate today, International Public Service Day 2006, with great pleasure. On this day we should reflect on essential elements of good governance such as the protection of human rights, social justice and access to justice for all citizens of the country, accountability and transparency in the performance of public business.

Government has adopted relevant policies to ensure that these basic tenets of a 'good-governed' society exist, but civil servants are the key personnel to implement these policies. Government has been providing essential training to the civil servants to perform their duties and responsibilities. However, it recognizes that due to globalization and the advent of new and modern management and administration processes and techniques there is still room to building and increase the capacity of the civil servants.

Very recently we have undertaken a capacity building project - "Developing Civil Service Capacity for 21st Century Administration", through support and technical assistance from UNDP Bangladesh. The project is aimed at implementing civil service reform in the government administration and ensuring good governance.

We are confident enough that by implementing a governance project such as this civil servants' capacity will be enhanced, and that there will be noticeable improvements in transparency and accountability in public office.

*Md. Abub Sabur*  
Md. Abub Sabur



**Rector - in - Charge**  
Bangladesh Public Administration Training Centre  
Savar, Dhaka  
Bangladesh  
23 June 2006.

## Message

On the occasion of International Public Service Day, it is indeed a pleasure for me to offer a few words from the perspective of the Bangladesh Public Administration Training Centre (BPATC). We are in the business of developing the human capacity of our citizens, and we see the development of civil servants as key to our nation improving the quality of life.

In May 2003 a National Training Policy was approved. Government announced its firm commitment to strengthening and reorienting training activities in order to enhance administrative and managerial capacity and overall government productivity.

According to this policy, the training institutions operating in the public sector will devise need-based, results-oriented and market responsive training programmes aimed at building professionalism of public servants at different levels. It is anticipated that this will generate a new administrative culture, one of an efficient and innovative, responsive, transparent and accountable, honest and committed public service system.

The BPATC is expected to establish itself as the apex training institution and as a think-tank capable of conducting quality research and providing advisory services to the government on policy, administration and management. We are in the process of building capacity in our institution, at individual as well as organization level. BPATC is committed to fulfilling its role and playing its part in Government's continuing efforts to improve the machinery of the Civil Service.

*Mohammad Shafiqul Alam*  
Mohammad Shafiqul Alam