



INTERNATIONAL PUBLIC SERVICE DAY 23 JUNE 2009

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



Prime Minister
Government of the People's Republic of Bangladesh

Message

I am happy to learn that International Public Service Day 2009 is being observed in the country as elsewhere in the world on 23 June. On the occasion, I earnestly feel that our public servants would take a fresh vow to serve the people with true commitments.

Recognising the importance of state services that aim to create value for public life, the United Nations established the Day in 2002.

A true democracy and people's expectation depend on the proper functioning of public offices. Public servants are the real managers bringing ease for our citizens.

Our government is committed to making a society free from hunger, corruption, illiteracy, malnutrition and all sorts of disparities. Professional public servants with enhanced capacity can uphold the true spirit of democratic governance.

I strongly believe that International Public Service day will inspire our Public Servants to discharge their responsibilities in fulfilling the dreams of the citizens.

I wish the International Public Service Day 2009 a success.

Joi Bangla, Joi Bangabandhu
May Bangladesh Live Forever

Sheikh Hasina



Cabinet Secretary
Govt. of the People's Republic of Bangladesh

Message

I am happy that the Ministry of Establishment with the support of UNDP is celebrating the International Public Service Day on 23rd June 2009 all over the country. The UN has recognised the contribution of Civil Servants globally. Public Servants face challenges for ensuring the citizens' happiness with limited resources. Bangladesh is no exception. Public Servants of our country work hard to ensure implementation of the welfare programmes of the government with a commitment to bring happiness in public life.

A people-oriented and enlightened public service can help establishing good governance with transparency and accountability. I hope that our public servants would become trend-setters for upholding excellence of service delivery.

On this special day let us reiterate our promise that we dedicate all our efforts to the making of our nation. I thank and congratulate everybody and wish the celebration a great success.

M Abdul Aziz ndc



United Nations Resident Coordinator and
UNDP Resident Representative in Bangladesh

Message

Today, 23rd June 2009, is commemorated as the International Public Service Day. In Bangladesh, this is first and foremost an opportunity to acknowledge and appreciate the thousands of officials who are committed to the ideals of public service, and who work diligently to make a difference in people's lives.

Society today, more than ever, needs a responsive and resilient public service that will meet its specific interests, needs and demands. The Government has already taken important steps towards strengthening and transforming the public service. This transformation not only hinges upon the further development of the necessary technical skills and knowledge of individual public service officials, but also on building up-to-date organisational structures, implementing modern human resource management systems, incorporating new technologies, and much more.

One crucial element of the transformation of the civil service will be the active engagement of citizens in the reform process. This is the appropriate moment to broaden the platform for citizens so they can contribute their views on how to improve public service delivery and build a relationship with the civil service based upon shared responsibility.

Today we mark this important day with the hope that the trust and collaboration between the public service and the people continue to grow. We also hope that this special day will encourage the Government, the public service and the people to work together for a better future for all.

Renata Lok Dessallien

Performance Based Evaluation System: Towards a New Civil Service for Bangladesh

Monowar Islam

Introduction

Bangladesh has entered into a new millennium with a greater promise to build a prosperous nation. Bangladesh Civil Service (BCS) is the main apparatus to materialize the hope and aspiration of the people. A major overhauling and a qualitative change in Bangladesh Civil Service is the prime need of time to implement the vision 2021 as declared by the Government. Introduction of Performance Based Evaluation System (PBES) may bring a positive change in the public service toward this end.

The perception of PBES is to improve the quality of performance of an individual as well as of an organization in order to achieve positive results for the society. It facilitates the understanding of the practices by the policy makers and actors - Assessee / Officers Reported Upon (ORU), Assessor / Report Initiating Officer (RIO), Counter Signing Officer (CSO) - in an organization. The main motto of PBES is to

Digital Bangladesh and Public Service

There remain many initiatives within and outside of government that are focused on using ICTs to improve operations and deliver services to clients and citizens. Some are already yielding benefits. All the ministries and divisions are on their way gradually to provide information and services electronically under 'Quick Win' initiatives through ICTs. 12 ministries and divisions have already started to provide at least one e-service each. It includes

- **Community-based e-Centre** : Union Information Center (UIC), Agriculture Information Center (AICC) and Fisheries Information Center (FICC) are being set up in various remote areas, which aims at providing easy and low-cost access to critical livelihood information on agriculture, health, human rights, education and employment at the grassroots level.
- **Utility Bill Payment through Electronic System, PDB and Titas gas**: Citizens now can pay their bill in a easy way. They can now pay bills through POS/mobile. As of now from December 2007, one million bills have been paid through this system.
- **Polling Centre Information** : Voters can obtain polling station information over SMS. During the City Corporation and Pouroshava elections of 2008, tens of thousands of citizens received information through this system.
- **Public Examination Results** : SSC and HSC students can get their exam results by SMS service using their ID numbers. Thousands of students are getting benefit through this system.
- **Railway Information through mobile** : Anyone now can know the information on train, fare and seat availability through SMS.
- **Disaster Forecasting System** : Aiming to reduce risks of calamities, people living in the coastal belts of the country will soon get disaster warning message through mobile phones.
- **Citizens call centre at the Dhaka City Corporation**: This call centre is to empower citizens to get vital information such as holding tax assessment, trade license issue and renewal, graveyard booking, complaints and grievance filing.

Recently developed or updated websites and web portals, contributing to informing people of government initiatives, are mentioned here.

- **National Web Portal (<http://www.bangladesh.gov.bd>)** : This is a website like one stop shop where one can get information of his needs from passport to driving license. DSE index and currency are being updated regularly. Website of government forms are linked here. 50 most frequently used downloadable forms are available in the website. Citizens do not need to go to the concern offices to collect forms.
- **Automation of Chittagong Customs House (www.nbr-ctg.com)** : Through this website works have been made simplified and faster with the automation and stakeholders are getting services quickly and efficiently as processing steps have been reduced significantly.

- **Ministry of Establishment (www.moestab.gov.bd)** : This is a window for all relevant information on the Ministry of Establishment. Government orders are available on this website. One can get various information like Service Ruls, Foreign Training and list of Secretaries and others senior officials. The website of BG Press www.bgpress.gov.bd provides all government gazettes.
- **Ministry of Law, Justice and Parliamentary Affairs (www.bdlaws.gov.bd)** : This portal contains all Acts of Parliament, Ordinance and President's Order which are downloadable.

- **District Information Portal**: Apart from the central government, initiatives have been taken to launch portals of local administration such as DC offices of the country. This portal (already launched in Sunamganj district, <http://www.desunamganj.gov.bd>) will combine information from all districts for use by all DC Offices, Cabinet Division and citizens.

The Access to Information (A2I) Programme, an umbrella initiative at the Prime Minister's Office and Civil Service Change Management Programme at the Ministry of Establishment, coordinating the ongoing and future e-Governance activities, has been providing technical assistance to the efforts in establishing e-Governance and take the benefits of e-governance to the citizens.

Courtesy : Access to Information (A2I) Programme, Prime Minister's Office, Dhaka.

find out the problems currently faced by the organization and the challenges ahead. One of its doctrines is to recognize the potential gap between an employee's actual performance and desired or expected performance.

As one of the major components of Performance Management System (PMS), the term PBES is also popularly known as Performance Assessment System or Performance Measurement System in different organizations in different countries. It concentrates on integration human resource management with the strategic needs of the organization. There should be some benchmarks against which the standard of an employee is to be measured based on his performance.

Background
Through the traditional Annual Confidential Report (ACR) system, a gazetted class officer is evaluated by his superior officer confidentially once in a year. This is considered as a subjective system of evaluation. So there remains a scope of arbitrary evaluation. Some times one competent officer may have an adverse remark and some less performed officer may be evaluated as excellent in this traditional method. Hence, a modern performance based evaluation system is required for the BCS officers for the greater interest of the nation. PBES is essential for ensuring transparency, accountability, good governance and effective civil service.

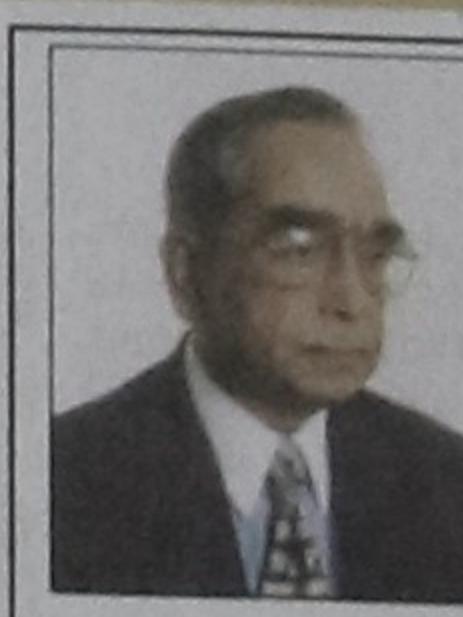
Significance
The significance of PBES is to ensure expected results which inevitably involves on how individual performance is measured in relation to the strategic goal of a public organization. The specific justifications of PBES are: to provide a reliable basis for evaluating individual's contribution to implement the government policy, programme and development agenda; to assess the individual target and contributions to the achievement of the organizational goal; to measure the efficiency and capability of an officer; to place right man in right position; to provide a reliable basis for training needs, promotion, rewarding, and development of an individual officer and finally to differentiate between good performer and non-performer.

Probable Model of PBES
Performance Based Evaluation System is a systematic process whereby a ministry/ division/ department/ agency involves its officer both as individual and a member of group, to achieve the organizational vision, mission, goal and objectives. The process has mainly following 6 steps.

1st Step: Planning (Preparation of a Forward Job Plan)
PBES begins with the annual target or goal setting which is used to optimize performance. This is a challenging process which, generally, entails describing what jobs must be done and why; how it will be done; who will do it and when. At this stage, the Assessee (ORU) will have to prepare a Forward Job Plan (FJP) in consultation with his superior officer. He will have to prepare this plan which can be measured based on SMART analysis i.e. Specific, Measurable, Achievable, Reasonable and Time-bound. The FJP will be based on his job description, he may take long pending issue for disposal, or he may develop data base relating to his desk. He may try to change the process of work to save time, money and energy; he may come up with innovative ideas for institutional reforms and systemic change i.e. up-dating rules & regulations or formulating new policy.

2nd Step: Implementation Monitoring of FJP
Throughout the reporting period, the supervisor (RIO) has to monitor regularly the progress of performance of the Assessee (ORU). He may do it weekly, fortnightly, monthly or at least quarterly as per need of the job nature. The objective of monitoring is to motivate and to provide guidance to his subordinate to achieve the target/goals of the organization and to receive feed back from the subordinate. At this stage, the Assessee will have to maintain a summary of his day to day work in a daily diary as an evidence of his performance and objective basis for his self-assessment. The assessor will have to maintain another separate diary of the outstanding performance or unsatisfactory performance of his Assessee. So that he can advise / counsel to his subordinate and correctly evaluate his performance.

3rd Step: Objective Evaluation of Performance
During the evaluation phase, an officer's performance and potential are



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Message

I am happy that the Ministry of Establishment with the support of UNDP is celebrating the International Public Service Day on 23rd June 2009. The United Nations has been observing the day "to celebrate the value and virtue of public service to the community" since 2003. It is recognised that an efficient public service is one of the indispensable components of a functional democracy, and responsible for a country's all round development.

The present government is committed to administrative reform towards building a modern, transparent, accountable and service oriented public service in the light of Vision 2021. The challenge for the public service is to explore and develop avenues for proper functioning in the context and spirit of the responsibility assigned to it by the law of the land and policies developed through appropriate legislative processes.

I believe that the International Public Service Day will inspire the Public Servants of the country to rededicate themselves to the cause of the people and renew their commitment to responsibilities and achieving excellence in public service.

I wish the celebration of the day a success.

H T Imam



Secretary
Ministry of Establishment
Govt. of the People's Republic of Bangladesh

Message

It is globally recognized that democracy and successful governance are built on the foundation of a competent public service. It is worth pertinent to recall the Resolution no. 57/277 that was adopted by the United Nations General Assembly on December 20, 2002, designating the day of June 23 of each year as International Public Service Day. This has, as we perceive, widely encouraged the member states to organize special events on that day. It not only highlights the contribution of the public service in the development process, but also upholds the value and virtue of services to the common people. The events nevertheless discernibly purport to promote the role, professionalism, and visibility of public services as well.

To coincide with the International Public Service Day, Bangladesh moves on to celebrate the "Public Service Day-2009". The central objective of this celebration is highlighting the contribution of the public service in the development process, reflecting the significant achievement of the public service, and encouraging young people to pursue careers in the public sector.

On the occasion of this august celebration, we as humble public servants of Bangladesh sincerely wish to vow upon pledged commitment to laying fullest dedication to our occupation, working out fine innovations in the administration and bringing in excellence in the virtue of the public service as a whole.

I, on behalf of the Ministry of Establishment and on my own behalf too heartily wish an outstanding success of the "Public Service Day-2009."

Iqbal Mahmood

assessed on the basis of work done during the appraisal period as compared to the previously agreed upon customized forward job plan. The key performance indicator (KPI) i.e. evaluation criteria may differ from one service to another. For example, KPI of an Assistant Commissioner (Land) should be the satisfaction of his clientele group, KPI of a doctor may be the opinion of the patients, KPI of a college teacher may be the expected results of his students.

4th Step: Ranking by an independent body
There should have been an independent Moderation Board which will ensure the ranking of the officials for financial increment, reward, recognition, promotion or in certain cases sanction. The board will verify the excellent performers and non-performers Annual Appraisal Report to ensure justice. The board will also act as an appellate authority whereby officers who are not satisfied with the assessment of the RIO and CSO may appeal to that authority for remedy.

5th Step: Performance Improvement for under performers
If an officer is given an adverse rating, he will be put under a Performance Review Process to ensure that he is counseled and coached to improve performance. Corrective actions help the senior officer / evaluating officer to identify the root causes of poor performance and to take necessary steps to pave the way for improvement by enabling the subordinate officer to acknowledge and understand the problem so that he is able and motivate to improve.

6th Step: Linking PBES to increment, promotion, award, reward, & sanction
The values of PBES may be linked with the financial incentive: pay with merit increment or performance bonus; posting with higher responsibilities; linking promotion based on good performance; awards/rewards/recognition for good performers; training both at home and abroad for further development.

Challenges for introducing PBES

There are numerous challenges to implement the PBES. These challenges could be individual, institutional or systemic. Individual challenge includes frequent transfer, unequal span of control, and uncertain quantification of jobs, unforeseen or unprecedent assignments and low pay structure to meet the minimum standard of decent living. Institutional challenges point towards the organizational structure of diverse nature and unhealthy working environment with poor logistic facilities. The systemic challenge indicates the absence of a comprehensive Public Service Law, and without such law it is difficult to protect the service and to ensure the necessary personnel policies act functionally.

Recommendation

Introduction of a complete PBES in the Bangladesh Civil Service needs a lot of efforts, time and resource. With a view to achieving the goal towards PBES, the following recommendations may be considered.

a. Before introduction of PBES, a great deal of awareness / sensitization / consultation process may be undertaken to change the mind set of the officials concerned about PBES;

b. GoB may approve the concept of PBES and may develop strategic goals of the ministries, divisions, departments in the light of Vision 2021 and link the performance of individual with the vision and organisational goals;

c. PBES may be effectively linked with placement, promotion, reward and in some cases sanctions. So relevant policies/act may be formulated/amended in the line with proposed PBES;

d. There is a need of strong commitment from the policy maker and top management before introduction of PBES. GoB may undertake a long term programme to successfully introduce the PBES in the BCS.

e. GoB may form a Working Group in CPT wing of MoE from the officials who have training background on this system to work out detailed action plan.

Conclusion

Performance appraisal is not merely changing the format of ACR; rather it is an integrated approach which needs to link with higher position, promotion, training, reward, recognition and in some cases sanctions also. There is no short cut method to materialize the system. In order to achieve this goal, Government of Bangladesh may undertake a long term programme to successfully introduce the system.

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Disclaimer: The article contains the author's views that do not necessarily represent that of the GoB or United Nations and UNDP.



UNDP - Civil Service Change Management Programme (CSCMP)