

Bangladesh Public Administration Training Centre
Savar, Dhaka

Annual Report
2007-2008

Research Department
Research and Consultancy Division
January 2009/Poush 1415

Annual Report 2007-2008

QUALITY TRAINING IS THE AIM OF BPATC

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Annual Report 2007-2008

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PREFACE

The achievement of a government generally depends on the performance of public administration. Similarly, the image of a government significantly depends on the conduct and effectiveness of civil servants. Training is expected to enhance a civil servant's efficiency and effectiveness to the highest possible level. It is a set of purposeful efforts aimed at human resource development, which is a key element of modern public administration.

Bangladesh Public Administration Training Centre (BPATC) is an apex-training institute in the public sector. Since its inception, officials from different cadres and NGOs take part in its training programmes. Besides, BPATC organizes national and international workshops, seminars and conducts research work in the field of public administration, management and development economics. The main objective of training programme of BPATC is to provide professional knowledge, broader vision, appropriate management skills and positive attitude for problem solving to enable a civil servant to face the challenges of the new millennium. Moreover, the Centre advises the government on issues related to policy formulation as and when necessary.

BPATC publishes Annual Report in every financial year. The present Annual Report illustrates the implementation of different programmes and activities of the Centre during the financial year 2007-2008.

The members of BPATC faculty devoted their sincere efforts and labour to implement every activity throughout the year. I express my earnest gratitude and appreciation to all of them. I also extend my thanks and gratitude to the members of the Editorial Board and other faculty members for their hard work for publishing the annual report. We shall appreciate your comments/suggestions for further improvements of the report.



Md. Abdus Salam Khan
Rector, BPATC

Organizational Vision

By the year 2020, BPATC will establish itself as a centre of excellence and a regional hub for development of competent, innovative and morally sound public servants and a "Think Tank" of knowledge-based governance.

Organizational Mission

We commit ourselves to :

- ❖ Develop human resources with competence and strong moral values through state-of-the-art training;
- ❖ Promote a culture of continuous learning in the public service to foster a knowledge society;
- ❖ Conduct research and publications on public sector management;
- ❖ Network with reputed institutions of home and abroad to enrich training, research and consultancy; and
- ❖ extend consultancy services for enhancing organizational performance.

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CHAPTER - I

Introducing BPATC

1.1 Introduction

Bangladesh Public Administration Training Centre (BPATC) has been at the forefront of the development of public sector executives of the country. It was established in 1984 under the Ordinance of Bangladesh Public Administration Training Centre (Ordinance No. XXVI of 1984) by amalgamating the institutions viz., NIPA, COTA, BASC and STI. BPATC is located near Jahangirnagar University at a distance of 28 kilometres from the capital city Dhaka. Under the Ordinance of 1984 the government issued a Notification (No. SRO-1051-L/84 MR(II)/PATC-8/83 part-I) on April 18, 1984 which was enacted on April 28, 1984 to begin its activities.

1.2 Functions of BPATC

According to Section-VI of the BPATC's Ordinance the major functions of the Centre are:

- a. To conduct training for senior executives of the government of Bangladesh and business institution so that they may play effective roles in a dynamic and developing society;
- b. To provide on-the-job training for the employees of the republic and the people who work under local authority;
- c. To conduct foundation training for different Civil Service Cadre officers of Bangladesh;
- d. To conduct research/case study on public administration & development;
- e. To publish books, journals & reports relating to administration & development;
- f. To establish and maintain library and reading books.
- g. To provide consultancy to the government, if and when necessary, regarding administration and development to solve specific problems; and
- h. To do other necessary activities to implement the objectives of the Ordinance.

1.3 Board of Governors of the Centre

1.3.1 According to the Bangladesh Public Administration Training Centre Ordinance 1984, the Board of Governors is responsible of overall administration of the centre and provides guidelines on matters relating to policy formulation. As per Para 5 (1) of the Ordinance, the formation of 13-member Board of Governors headed by a member of the Cabinet is as follows:

- | | | |
|----|---|------------|
| a) | A Minister of the Government (Nominated by the Government) | - Chairman |
| b) | Secretary, Cabinet Division | - Member |
| c) | Rector of the Centre | - Member |
| d) | Secretary, Ministry of Establishment | - Member |
| e) | Secretary, Ministry of Finance | - Member |
| f) | Secretary, Ministry of Education | - Member |
| g) | Vice Chancellor, Jahangirnagar University | - Member |
| h) | A Vice Chancellor of a University (Nominated by the Government) | - Member |
| i) | Commandant, Defense Services Command and Staff College | - Member |
| j) | President, Federation of Bangladesh Chambers of Commerce And Industry | - Member |
| k) | Chairman, Department of Public Administration, University of Dhaka, Chittagong, Rajshahi & Jahangirnagar
(By rotation nominated by the Government) | - Member |
| l) | One member nominated by the Government | - Member |
| m) | One female member nominated by the Government | - Member |

1.3.2 A list of the members of the Board of Governors formed according to Para 5(2) of BPATC Ordinance for the financial year 2007-2008 is given below:

- (1) Dr. AMM Shawkat Ali
Honourable Advisor
Ministry of Health and Family Planning and
Ministry of Food and Disaster Management
and
Chairman
Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka.
- (2) Mr. Ali Imam Majumder
Cabinet Secretary
Cabinet Division
Government of the People's Republic of Bangladesh
and Member
Board of Governors

- (3) Mr. Abu Md. Maniruzzaman Khan
Rector
Bangladesh Public Administration Training Centre
Savar, Dhaka
and
Member
Board of Governors
- (4) Mr. Md. Abdus Salam Khan
Secretary
Ministry of Establishment
Government of the People's Republic of Bangladesh
and
Member
Board of Governors
- (5) Dr. Mohammad Tareque
Secretary
Ministry of Finance
Government of the People's Republic of Bangladesh
and
Member
Board of Governors
- (6) Mr. Md. Momtajul Islam
Secretary
Ministry of Education
Government of the People's Republic of Bangladesh
and
Member
Board of Governors
- (7) Major General Iqbal Karim Bhuiyan, PSC
Commandant
Defence services Command and Staff College
Mirpur Cantonment, Dhaka
and
Member
Board of Governors

- (8) Mr. Anisul Huq
President
The Federation of Bangladesh Chambers of Commerce & Industry
and
Member
Board of Governors
- (9) Professor Dr. Mohammed Muniruzzaman
Vice Chancellor
Jahangirnagar University
and
Member
Board of Governors
- (10) Professor Dr. M. Aminul Islam
Vice Chancellor
Shahjalal University of Science and Technology, Sylhet
and
Member
Board of Governors
- (11) Professor Dr. Nazmul Ahsan Kalimullah
Chairman
Public Administration
Dhaka University
and
Member
Board of Governors
- (12) Mr. M. Khalid Shams
Member
Board of Trustees of Grameen Trust
and
Member
Board of Governors
- (13) Professor Dr. Dilara Choudhury
Chairman, Government & Politics
Jahangirnagar University
and
Member
Board of Governors

1.3.3 Two meetings (51st & 52nd) of Board of Governors were held in the financial year 2007-2008 on 19 July 2007 and 07 May 2008 respectively. The important decisions relating to training and other administrative activities taken in the 51st and 52nd meetings of Board of Governors are as follows: -

- The Centre will pursue to the Ministry of Establishment for holding two international short courses and a workshop/seminar every year.
- The Centre will pursue to the Ministry of Establishment to organize a lunch time/dinner time seminar.
- Necessary step is to be taken to communicate to the Ministry of Establishment regarding the allocation of budget for locally arranged seminar/workshop/conference.
- Necessary measure is to be taken for the impact assessment on the post-training utilization of the different courses conducted by BPATC. Necessary measures are also to be taken for the impact assessment of courses with the initiation of research project by the Centre.
- The Board approves for requesting the concerned authority through the Ministry of Establishment to release the nominated participants for attending the training courses.
- The Board approves of the training calendar of the Centre and the Regional Training Centres for the financial year 2007-2008.
- The Board approves of increasing course fees of different courses conducted by BPATC.
- Necessary measure is to be taken to hold the second seminar on the topic entitled "post training utilization" and the third seminar on "practicing ethics, morality, integrity and values in civil service", within 3rd June 2008.
- A decision is made to evaluate the effectiveness of post training utilization of three core courses by an independent authority side by side implementing three research projects by the centre.
- A decision is made to prepare a list of the courses implemented as per approved schedule. Same list is to be prepared for the courses, which are not held as per approved training calendar of the Centre and the Regional Centres for the financial year 2007-2008. A report is to be submitted to the next meeting of Board of Governors with reasons for not being implementing the scheduled courses.
- The Board approves of investigating the causes of not holding the courses fixed for regional training Centres due to shortage of participants. BPATC will ensure to increase the number of participants by implementing the courses of high demand.
- The Board approves of increasing the honorarium of the guest speakers of the following courses conducted by BPATC: -

<u>Sl.No.</u>	<u>Name of the Course</u>	<u>Amount</u>
1.	Foundation Training Courses and Short Courses	: 1,500/-
2.	Advanced Course on Administration and Development	: 2,000/-
3.	Senior Staff Course	: 2,000/-
4.	Policy, Planning and Management Course	: 2,500/-
5.	Extension Lectures for Core Courses	: 2,500/-

A proposal is to be sent to the Ministry of Finance through the Ministry of Establishment for necessary approval.

- The Board approves of fixing the honorarium of the Guest Speakers of the Regional Training Centres for the courses of Class-I officers at the rate of Tk. 1,000/- and at the rate of Tk. 700/- for the courses of Class-II, Class-III & Class -IV employees.

A proposal is to be sent to the Ministry of Finance through the Ministry of Establishment for the necessary approval.

- The Board approves of the Training Calendar of the Centre and the Regional Training Centres for the financial year 2008-2009.
- The Board approves of the proposal of organizing a thirty-day-long "Efficiency Enhancement Course" by BPATC for Senior Assistant Secretaries/officers of equivalent status of the government of Bangladesh.

1.4 Organogram of the Centre

The Rector, who is a government officer equivalent to the rank of Secretary to the government, heads the Centre. The Centre comprised of five Divisions viz. (i) Management and Public Administration (ii) Programme and Studies (iii) Development and Economics (iv) Research and Consultancy and (v) Project in terms of its nature of activities. An organogram of the Centre is shown at page no. 8

A Member, Directing Staff (MDS) is the head of each division. The Member, Directing Staff is a Joint Secretary to the Government or of equivalent rank. Each of the Divisions is divided into several Departments and Departments into Branches. Each of the Branches is further divided into Sections and Units. A Director is the Head of a Department, a Deputy Director is the Head of a Branch and an Assistant Director is the Head of a Section. Directors of the Centre are Deputy Secretaries to the Government or of equivalent rank. Besides, there are four Regional Public Administration Training Centres (RPATC) in four Divisional Headquarters (Dhaka, Chittagong, Rajshahi & Khulna). The RPATC's are controlled by the Centre. A Deputy Director is the head of the Regional Public Administration Training Centre. There are two Assistant Directors in each

RPATC to assist the Deputy Director. The main functions of RPATC's are to provide training to the class-II officers and class III & class IV employees of different organizations of the Government. In some cases these regional Centres provide training to the class-I officers of Government and non-Government Organizations.

1.5 Personnel/Manpower of BPATC & RPATC

The number of officers and employees of the Centre under revenue budget is 574. Among those, 547 posts are permanent while 27 are temporary posts on retention basis. Of the permanent posts, 447 posts are for the BPATC, Savar and 100 posts are for RPATC's. Among 27 temporary posts, 11 posts are for BPATC and 16 others for RPATC's. There are 116 posts in four RPATC's each having 29 posts.

The existing staff position with the number of vacancies in financial year 2007-2008 is given in the table -1.1

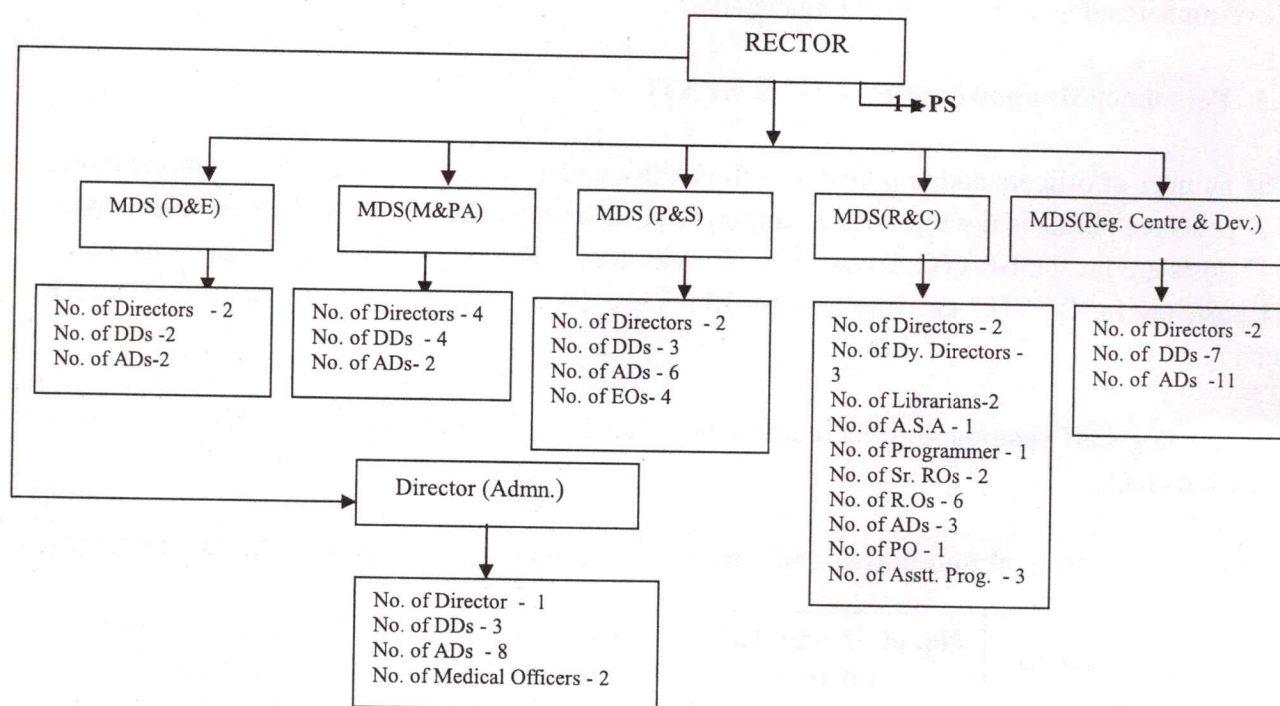
Table-1.1: Sanctioned manpower and vacant posts under Revenue Budget in FY 2007-2008

Level of workforce	No. of Sanctioned posts	Workforce up to 30 June 2008	Vacant posts up to 30 June 2008
Class -I	96	92	04
Class-II	22	16	06
Class-III	214	186	28
Class-IV	242	221	21
Total	574	515	59

Table-1.2: No. of officers and staffs who joined and left the Centre in the financial year 2007-2008.

	Employees joining the Centre	Employees leaving the Centre
Class - I	07	09
Class -II		x
Class -III	02	08
Class -IV	03	02
Total	12	19

ORGANOGRAM



□ Class - II, Class -III & Class -IV employees are not shown in the

Summary of Manpower

Class - I	: 96
Class - II	: 22
Class - III	: 214
Class - IV	: 242
Total	= 574



A view of International Training Complex of BPATC.



A view of the lake of BPATC.

CHAPTER-II

Curriculum Development and Training Activities

2.1 Curriculum Development Process

Two curriculum development committees have been working to update curricula of different core courses and short courses of BPATC. The Committee for core courses comes up with proposal of changes in the curricula of SSC, ACAD & FTC on the basis of feedback given by the participants of previous courses. Sometimes BPATC receives request from different ministries especially from Ministry of Establishment to incorporate some new issues in the curricula. Besides, course contents of other training institutions with international reputation are examined to adopt their best parts in our context. In 2007-2008 course curricula of core courses were updated either in the faculty coordination meetings or in the course preparatory meetings considering the feedback of the participants of previous courses.

In the same way course curricula of short courses are updated on a regular basis. Curriculum development committee for short courses works to update curricula of different courses according to the demand of the time. Special meetings on curriculum development committee are held to develop curricula of some new short courses. Generally curricula of short courses are updated in a course preparatory meeting usually held immediately before the commencement of a particular course.

2.2 The courses conducted by BPATC can be categorized into 4, viz;

- a) Professional Development Courses;
- b) Short Specialized Courses (Short specialized courses are conducted for development of the efficiency of different level officials in specific fields);
- c) Refreshers' Courses and
- d) Other Courses.

2.2.1 Professional development courses;

- a) Foundation Training Course (FTC)
- b) Advanced Course on Administration & Development (ACAD)
- c) Senior Staff Course (SSC)

The new entrants to the Bangladesh Civil Service, Deputy Secretaries and Joint Secretaries participate in the above courses respectively.

Courses held in the training year 2007-2008, seminars/workshops held in 2007-2008 and comparative statement of training activities (1984-85 to 2007-2008) have been given in table 2.1, 2.2 and 2.3 respectively.

Training Records:

A comparative statement of different core courses is presented in the table and the chart below.

Table-2.1: Cooperative statement of participants of the core courses

Core Course	2006-2007 No. of Participants	2007-2008 No. of Participants	2008-2009* No. of Participants
SSC	55	49	17
ACAD	81	84	116
FTC	593	447	197

* upto December 2008.

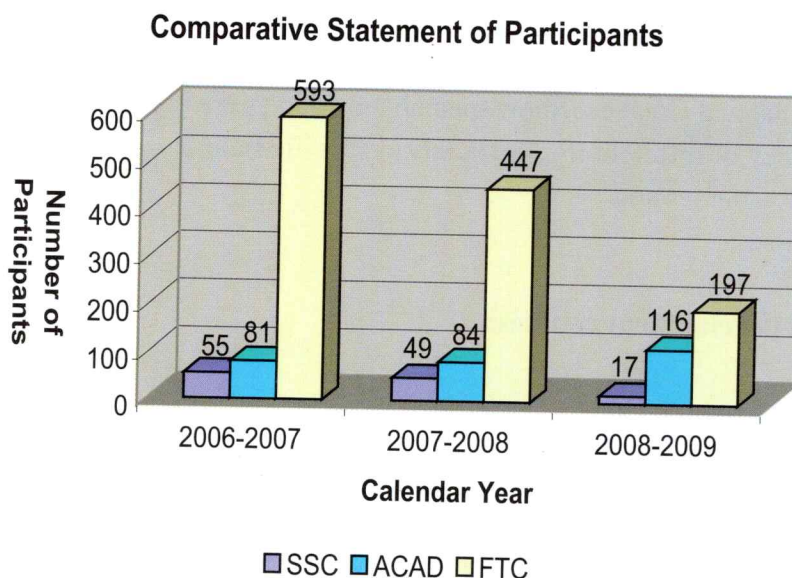


Table-2.2: Comparative statement of participants of courses held outside training calendar

Sl. No	Name of course	No. of participants	Year
1.	1 st Training Course for the fit-listed Officers to be posted as Upazila Nirbahi Officers	32	2006-2007
2.	5 th Modern Office Management Course for the Officers of Bangladesh Open University	25	
3.	Basic Course on TQM	18	
4.	TOT Course on TQM	18	
5.	Internal Audit Systems on BPATC	18	2007-2008
6.	Executive Certificate Course for Strategic Management of Anti-Corruption (BPATC and NAPSIPAG)	28	
7.	Refreshers short course for 1 st TQM by Japan Expert	22	
8.	2 nd Short courses on TQM	24	
9.	TOT refreshers short course on TQM	22	
10.	Final presentation session for the 2 nd short course on TQM	07	

2.3 Collaborative Training Programme

BPATC is running some collaborative training programmes in the Centre as well as in the Regional Centres. BPATC is going to sign memoranda of understanding (MOU) with Asian Institute of Thailand (AIT), Thailand; BRAC University, Bangladesh; UNDP Bangladesh; Japan International Cooperation Agency (JICA), Japan; DFID, UK; Northern University Bangladesh. In 2007-2008 BRAC University, Bangladesh conducted last semester of MA in Governance & Development (MAGD) in the Centre. BPATC has arranged five short courses for human resource development of Chittagong Hill Districts according to the MOU signed between BPATC and UNDP-CHTDF. BPATC is considering the proposal of BRAC University to sign a MOU for organizing evening MAGD in Dhaka BPATC. MOUs between BPATC and AIT, Thailand for Master's & PhD programmes, BPATC and UNDP for Comprehensive Disaster Management Programme are in the process. Besides, Managing At The Top 2 (MATT2) development workshops have been arranged so far for developing high officials of Bangladesh Civil Service (BCS). This programme has been designed to develop a critical mass around 2000 government officials of BCS.

2.4 Development of Course Contents

Updating of course contents enhances the effectiveness of the training programmes. Unremitting efforts are being taken in order to make BPATC training programmes more effective and pragmatic. In line with this effort, the following new issues were included in different training courses during 2007-2008:

- a. Learning Diary has been introduced in the Senior Staff Course (SSC) and Advanced Course on Administration and Development (ACAD) to ensure the maximum utilization of the learning points. English Language Programme and Computer Training Programme are continuing as regular components of the Senior Staff Courses along with theoretical topics, seminar, syndicate and study tour etc. Besides, modules like English Newspaper Review, Review of Policies and Rules, Human Rights and Development have also been incorporated. Some new topics like knowledge Management, Vision for Bangladesh in the 21st Century, Major Policy Issues, Debt Situation in National & International Context, Problems of Project Implementation, Rules of Business, and Constitution of Bangladesh have been introduced in the Extension Lectures. The training methodology adopted in the Senior Staff Course includes: Seminar Paper and Term Paper, Learning Diary, Language Lab Works, Computer Lab Works and Field Visit.

- b. Modules like Tools and Techniques against Corruption and Book Review/Newspaper and Journal Review have been incorporated. The training methodology adopted in the ACAD includes: Lecture & Discussion, Seminar Paper Writing & Presentation, Learning Diary, Study Tour & Field Visit, Syndicate Work, Role Play, Case Study, Film Show and Reading Assignment.
- c. Foundation Training Course is another core course meant for the new entrants to the civil service. The contents of the course are carefully selected so that the participants acquire the basic knowledge of the concepts and issues on administration and development.

2.5 Training Methodology

2.5.1 BPATC is well aware of the importance of the modern training methodologies. Modern methodologies are applied in each and every course of the Centre. To accommodate with the technological advancement, the following methods were applied for the training courses during 2007-2008.

2.5.2 Foundation Training Course

Foundation Training Course is one of the core courses conducted by BPATC and as per Recruitment Rules, 1981 it is compulsory for all new entrants to the Bangladesh Civil Service. One of the major aspects of this course is the adoption of need-based and modern training methods according to the necessity. Learning diary, a new strategy has been introduced in the Foundation Training Course to ensure maximum utilization of learning. Apart from it, book review and presentation, reading assignment, case study, syndicate, seminar, workshop, group discussion, film show, study tour, village study programme, role-play, BARD/RDA/BRDTI attachment, secretariat attachment, Know Bangladesh term paper writing are the prominent aspects of this course. An Inception Workshop was held in the 40th Foundation Training Course to know the expectation of the participants from the course in terms of the objectives of the course.

2.5.3 Advanced Course on Administration and Development (ACAD)

Advanced Course on Administration and Development (ACAD) is designed for the Deputy Secretaries and the equivalent officers to the Government of Bangladesh. Learning Diary has also been introduced in the Advanced Course on Administration and Development

(ACAD). Classroom lectures, syndicate, study tour, educational film show, seminar paper writing and presentation, etc. are the important training strategies of ACAD.

2.5.4 Senior Staff Course

Formulation of different policies and programmes are given more importance in the Senior Staff Course. Therefore, classroom lecture as well as syndicate discussions and seminar get equal importance in this course as training strategy. During this year more importance has been given on pragmatic issues like Learning diary, which is also introduced in the Senior Staff Course. English language Programme and Computer Training Programme have also been conducted with equal importance.

2.5.5 Short Courses:

This Short Courses conducted at BPATC are mainly skill-oriented. These courses have been redesigned recently. Besides, two new courses titled Policy Planning and Management Course and TOT for Gender Trainers have also been included. Among the short courses, 29th Training of Trainers Course, 23rd Financial Management Course, 9th Human Resource Planning Course and 7th Trade and Aid Negotiation Course, 3rd Course on Communicative English, 7th Modern Office Management Course, 3rd Course on Information Technology and E-Governance are some important courses conducted at BPATC during 2007-2008.

Table-2.3: Courses held in the Training Year 2007-2008

Sl. No.	Name of the Course	Duration	Targeted no. of Participant	Actual no. of Participant	Achievement in percentage (%)	Achieved man-month
1.	47 th Senior Staff Course	01/07/2007 – 13/09/2007	25	25	100.00	62.50
2.	48 th Senior Staff Course	20/01/2008 – 03/04/2008	25	24	96.00	60.00
3.	57 th Advanced Course on Administration & Development (ACAD)	03/07/2007 – 16/09/2007	25	26	104.00	65.00
4.	58 th Advanced Course on Administration & Development (ACAD)	04/11/2007 – 17/01/2008	25	30	120.00	75.00
5.	59 th Advanced Course on Administration & Development (ACAD)	24/02/2008 – 08/05/2008	25	28	112.00	70.00
6.	40 th Foundation Training Course	30/10/2007 – 26/02/2008	200	219	109.50	876.00
7.	41 st Foundation Training Course	01/04/2008 – 29/07/2008	200	228	114.00	912.00
8.	2 nd Policy, Planning and Management Course	03/02/2008 – 14/02/2008	20	17	85.00	06.08
9.	28 th Training of Trainers Course	04/07/2007 – 18/07/2007	25	33	132.00	15.50
10.	6 th Project Management Course	14/08/2007 – 28/08/2007	25	39	156.00	19.50
11.	6 th Course on Trade & Aid Negotiation	11/11/2007 – 15/11/2007	25	25	100.00	04.16
12.	8 th Human Resource Planning Course	25/11/2007 – 29/11/2007	25	30	120.00	05.00
13.	22 nd Financial Management Course	23/10/2007 – 06/11/2007	25	38	152.00	14.00
14.	9 th Environmental Management & Sustainable Development Course	26/12/2007 – 09/01/2008	25	20	80.00	10.00
15.	7 th Modern Office Management Course	08/01/2008 – 22/01/2008	25	35	140.00	17.50
16.	3 rd Course on Information Technology & E-Governance	06/05/2008 – 02/06/2008	25	21	84.00	19.06

17.	17 th Foundation Refreshers' Programme	02/03/2008 – 06.03.2008	200	97	48.50	16.16
18.	3 rd Course on Communicative English	15/04/2008 – 29/04/2008	25	36	144.00	18.00
19.	4 th Gender & Development Course	16/03/2008 – 20/03/2008	25	37	148.00	06.16
20.	** Internal Audit Systems on BPATC	04/06/2008	18	18	100.00	0.46
21.	** Executive Certificate Course for Strategic Management of Anti-Corruption. (Jointly organized by BPATC and Network of Asia Pacific Schools and Institute of Public Administration and Governance (NAPSIPAG)	16/09/2007-27/09/2007	25	28	112.00	11.02
22.	***Refreshers short course for 1 st TQM By Japanese Expert	13/01/2008-15/01/2008	25	22	88.00	02.02
23.	***2 nd Short Course on TQM (JICA Project)	25/11/2007-06/12/2007	25	24	96.00	09.06
24.	***TOT Refreshers short course (JICA Project)	07/10/2007-11/10/2007	25	22	88.00	03.66
25.	*** Final Presentation Session for the 2 nd Short Course on TQM	06/02/2008-07/02/2008	07	07	100.00	0.06
Total			1120	1129	100.80	2297.90

** The Course held outside training calendar 2007-2008

***The Courses held under JICA project

Table-2.4: Seminar, Workshop, Conference of BPATC (Target and Achievements)

Sl. No.	Name of the Seminar/ Workshop	Duration	Targeted no. of Participant	Actual no. of Participant	Achievement in percentage (%)	Achieved man-month
1.	Special Workshop for BPATC Faculty and other Officers MATT-2 Orientation for selection of MATT-2 Workshop Facilitators	29/07/2007	29	29	100.00	00.96

2.	Workshop on National Forensic DNA Profiling Activities in Bangladesh	08/08/2007	51	51	100.00	01.70
3.	Seminar on Anti-corruption Policies and Practices in Public Administration	31/08/2007 to 01/09/2007	56	56	100.00	03.70
4.	Workshop on Selection of facilitators for MATT-2 Project	29/09/2007	30	29	96.66	0.96
5.	Workshop on Transfer Policy 2007, Civil Service Act. 2007 and Career Planning	04/10/2007	44	44	100.00	01.46
6.	Top Management Development Workshop (Batch-5) MATT-2	01/07/2007 to 09/08/2007	45	42	93.33	63.00
7.	Top Management Development Workshop (Batch-6) MATT-2	20/08/2007 to 04/10/2007	45	43	95.55	64.50
8.	Top Management Development Workshop (Batch-7) MATT-2	22/09/2007 to 22/11/2007	45	44	97.77	66.00
9.	Top Management Development Workshop (Batch-8) MATT-2	13/01/2008 to 20/02/2008	45	44	97.77	66.00
10.	Top Management Development Workshop (Batch-9) MATT-2	02/03/2008 to 10/04/2008	45	41	91.11	61.50
11.	Top Management Development Workshop (Batch-10) MATT-2	23/04/2008 to 05/06/2008	45	45	100.00	66.00
12.	Public Administration Training Policy, 2003. Expectation and Achievement: A Review	31/03/2008	40	46	115.00	01.53
13.	Introducing Internal Audit Systems in BPATC	29/05/2008	20	20	100.00	0.66
14.	Post Training Utilization	29/06/2008	40	46	115.00	01.53
15.	Practicing Ethics, Morality, Integrity and Values in Civil Service	30/06/2008	40	42	105.00	01.40
Total			620	622	100.47	400.90

Table-2.5: Comparative Statement of Training Activities (1984-85 to 2007-2008)

A. Course information

Year	No. of Course	Targeted no. of Participant	Actual no. of Participant	Achievement in percentage (%)	Achieved man-month
1984-85	18	749	711	94.93	1155.75
1985-86	18	859	724	84.24	2057.10
1986-87	23	1097	1007	91.80	2093.00
1987-88	31	1602	1388	86.64	2133.70
1988-89	15	1201	1027	85.51	1913.75
1989-90	21	1296	1182	91.20	2062.28
1990-91	30	1400	1142	81.57	1836.83
1991-92	27	1498	1228	81.98	2306.69
1992-93	25	970	751	77.42	1962.45
1993-94	24	1297	867	66.85	1508.84
1994-95	22	915	743	81.20	1540.64
1995-96	25	1057	847	80.13	1703.80
1996-97	24	1025	933	91.02	1723.95
1997-98	26	1225	1010	82.44	1709.92
1998-99	18	800	731	91.37	1804.60
1999-2000	22	1045	920	88.03	2111.39
2000-2001	22	870	848	97.47	1353.31
2001-2002	25	1048	994	94.84	2418.29
2002-2003	21	1070	1007	94.11	2265.32
2003-2004	18	1120	1099	98.12	3217.64
2004-2005	17	1065	999	93.80	3097.00
2005-2006	24	1078	1144	106.80	2374.26
2006-2007	24	1300	1218	95.78	2880.00
2007-2008	25	1120	1129	100.80	2297.90
545		26662	23628	98.08	49526.56

B. Information on Seminar/Workshop/Conference

Year	Target of Seminar/ Workshop	Seminar/ Workshop held	Targeted no. of Participant	Actual no. of Participant	Achievement in percentage (%) *
1984-85	4	3	120	110	91.66
1985-86	4	4	160	302	188.75
1986-87	7	7	280	310	110.71
1987-88	7	7	280	273	117.50
1988-89	1	1	40	15	37.50
1989-90	2	2	80	67	83.75
1990-91	2	2	80	80	100.00
1991-92	4	4	160	143	89.37
1992-93	7	5	200	282	141.00
1993-94	14	12	480	791	164.79
1994-95	3	3	120	195	162.50
1995-96	7	7	280	248	88.57
1996-97	5	5	200	212	106.00
1997-98	4	4	160	160	100.00
1998-99	8	8	320	855	267.18
1999-2000	8	8	320	428	133.75
2000-2001	8	5	320	222	69.37
2001-2002	8	5	200	200	100.00
2002-2003	11	10	299	492	164.54
2003-2004	3	3	120	106	88.33
2004-2005	3	3	120	88	73.33
2005-2006	5	5	351	370	547.50
2006-2007	10	10	398	440	110.25
2007-2008	15	15	620	622	100.47
Total	150	138	5708	7011	134.65

Table-2.6: Foreign Training Seminar/Workshop/Study Tour for the Faculty Members

Sl. No	Purpose of Visit	Duration	Number of participants attended	Country
01	For attending short course	09.07.07 – 05 weeks	04	Malaysia
02	With the participants of the Top Management Development Workshop batch-05	14.07.07 – 21.07.07	01	Singapore
03	Regional Exposure Visit	14.07.07 – 27.07.07	03	Singapore
04	For attending short visit under the project “Strengthening of BPATC (Phase-II)”	22.07.07 – 28.07.07	02	New Zealand
05	Regional Exposure Visit	08.09.07 – 02 weeks	02	Singapore
06	Training Programme for Young Leaders for Bangladesh Fiscal Year-2007	10.09.07 – 27.09.07	02	Japan
07	Regional Exposure Visit	22.10.07 – 02 weeks	04	Singapore
08	Counterpart training course on Total Quality Management (TQM)	23.02.08 – 09.03.08	05	Japan
09	47 th Senior Staff Course (SSC) and Course Management for attending Training Course (Study Tour)	27.02.08 – 07.03.08	04	Indonesia
10	Two short separate study visits	16.03.08 – 22.03.08	01	Thailand & Malaysia
11	Regional Exposure Visit	16.03.08 – 02 weeks	02	Singapore
12	57 th ACAD Course and Course Management for attending Training Course (Study Tour)	23.03.08 – 01.04.08	04	Malaysia
13	58 th ACAD Course and Course Management for attending Training Course (Study Tour)	06.04.08 – 15.04.08	04	Malaysia
14	Study Visit of United Kingdom (UK)	14.04.08 – 20.04.08	01	UK
15	Training of IYCF issues	16.04.08 – 29.04.08	01	Malaysia & Indonesia
16	Study and Management of Geological Risk	21.04.08 – 20.06.08	01	Switzerland
17	Study Tour	15.05.08 – 20.05.08	03	Malaysia
18	39 th Foundation Training Course (FTC) and Course Management for attending Training Course (Study Tour)	19.05.08 – 28.05.08	05	India
19	40 th Foundation Training Course (FTC) and Course Management for attending Training Course (Study Tour)	19.05.08 – 28.05.08	07	India

20	48 th Senior Staff Course (SSC) and Course Management for attending Training Course (Study Tour)	15.06.08 – 24.06.08	05	Indonesia
21	Study and Management of Geological Risk	24.06.08 – 18.07.08	01	Netherlands

2.7 Faculty Development Activities

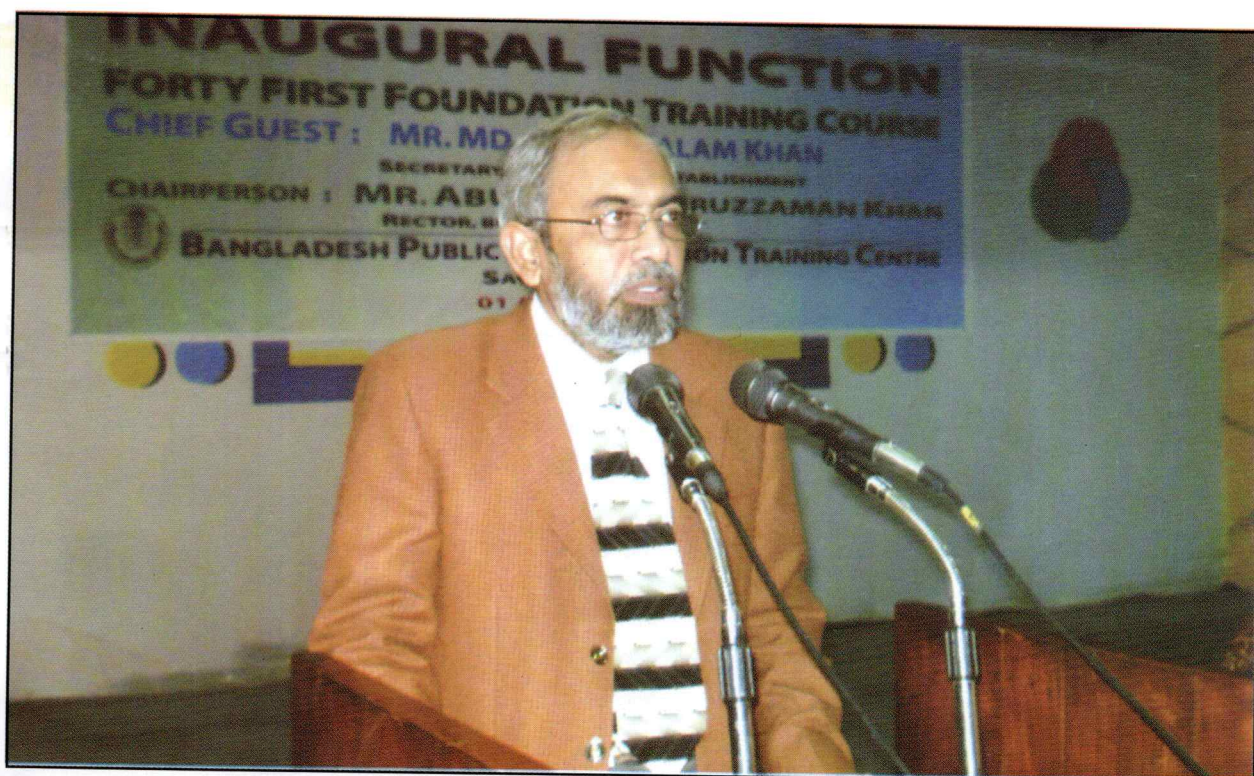
BPATC ensures Faculty Development through in country and abroad training, seminar, workshop and visit programme.

Table-2.7: In country Training/Training/ Seminar/ Workshop (2007-2008) for the Faculty Members

Sl. No	Name of the Training/Workshop/Seminar	Duration	Number of participants attended
1.	Training on Trainers Course	40.07.07 – 18.07.07	03
2.	Feedback Seminar on Civil Service Capacity Building	12.07.07	20
3.	Feedback Seminar on Civil Service Capacity Building	14.07.07	20
4.	Training Course on the MFDR Training of Trainers (TOT)	15.07.07 – 19.07.07	03
5.	Public Procurement Regulation	15.07.07 – 19.07.07	20
6.	41 st Annual Planning Conference (2007-2008) BARD	21.07.07 – 22.07.07	01
7.	A Special Workshop for BPATC Faculty & Other Officers-MATT-2 Orientation for Selection of future MATT-2 Workshop Facilitators	27.07.07	28
8.	Workshop on National Forensic DNA Profiling Activities in Bangladesh	08.08.07	56
9.	Training on Formulation of projects/ programmes	19.08.07 – 23.08.07	02
10.	Training of Trainers (BEST) Course for FEEM	20.08.07 – 22.08.07	01
11.	1 st short course on “Total Quality Management (TQM)”	19.08.07 – 30.08.07	08
12.	“Anti-Corruption Policies and Practices in Public Administration”	31.08.07 – 01.09.07	32
13.	Executive Certificate Course for Strategic Management of Anti-Corruption	16.09.07 – 27.09.07	10
14.	Electronic Governance: Understanding e-governance and related ICT Issues for Implementation of e-government.	18.09.07 -	04

15.	DNA Workshop	25.09.07	08
16.	Workshop on Selection of Facilitators for MATT-2 Project	29.09.07	30
17.	A TQM TOT Refresher Course	07.10.07 – 11.10.07	18
18.	TOP up of TOT and training program on MfDR	22.10.07 – 25.10.07	03
19.	Financial Management Course	23.10.07 – 06.11.07	01
20.	Workshop on Strategic Planning and Development	November 3 & 5, 2007	06
21.	6 th Trade and Aid Negotiation	11.11.07 – 15.11.07	03
22.	Improving Public Services through TQM	25.11.07 – 06.12.07	01
23.	Workshop on “Support to Export Integration and Entrepreneur Development”	25.11.07 – 29.11.07	01
24.	Research Methodology	02.12.07 – 13.12.07	02
25.	Workshop on “Improvement of E-Governance in Civil Service”	05.12.07	15
26.	RETA 6306: “Mainstreaming Managing for Development Results in Support of Poverty Reduction in South Asia”: Invitation to facilitate training program on MfDR	07.12.07 – 09.12.07	02
27.	Workshop on “WTO and Bangladesh”	27.12.07 – 29.12.07	02
28.	Research Methodology	06.01.08 – 17.01.08	02
29.	Research Proposal Writing	09.01.08	30
30.	TQM Refresher	13.01.08 – 15.01.08	01
31.	Training Programme on “WTO and Bangladesh Trade Policy”	30.01.08 – 12.02.08	01
32.	Workshop on Management Strategic Review of BPATC	February 3 & 5, 2008	16
33.	Web Site Design and Web Application Development	03.02.08 – 75 hours	04
34.	Annual Seminar, 2008	09.02.08	01
35.	Workshop	10.02.08	01
36.	Workshop on “NSAPR & MTBF”	10.02.08	02
37.	Communicative English Training Programme	09.03.08 – 13.03.08	15
38.	Half day Workshop	12.03.08	01
39.	4 th Gender & Development	16.03.08 – 20.03.08	01
40.	Public Procurement Regulation Training Programme	16.03.08 – 20.03.08	15
41.	BPATC LAN and Web Resource Management Course	23.03.08 – 27.03.08	15
42.	Workshop on Financial Management Reform	30.03.08	03
43.	Public Administration Training Policy 2003: Expectations and Achievements	31.03.08	45
44.	Network Security, Software & Web Management	April 05, 12, 19, 26 & May 02, 2008	06
45.	3 rd Course on Communicative English	15.04.08 – 29.04.08	03
46.	Good Governance in Rural Development	20.04.08 – 02.05.08	01
47.	3 rd Course on Information Technology and E-Governance	06.05.08 – 02.06.08	02

48.	Workshop on Curriculum of Senior Police Officers	26.05.08	01
49.	Workshop on "Introducing an Internal Audit System in BPATC"	29.05.08	16
50.	Training Course on "Introducing an Internal Audit System in BPATC"	04.06.08	14
51.	3 rd Course one Total Quality Management	08.06.08 – 19.06.08	20
52.	A special Workshop for BPATC Faculty Members for Selection Future MATT-2 Workshop Facilitators	12.06.08	05
53.	Feedback Seminar on Overseas Experiences on Administrative Reforms Changes	13.06.08	20
54.	Research Methodology	15.06.08 – 25.06.08	04
55.	International Workshop on Negotiation and Conflict Management	27.06.08	10
56.	International Workshop on Negotiation and Conflict Management	28.06.08	12
57.	Post Training Utilization PTU	29.06.08	50
58.	Practicing Ethics, Morality, Integrity & Values in Civil Service	30.06.08	40
59.	A special Workshop for BPATC Faculty Members for Selection of Future MATT-2 Workshop Facilitators	30.06.08	07



Mr. Md. Abdus Salam Khan, Former Secretary, Ministry of Establishment inaugurates Forty First Foundation Training Course as the Chief Guest.



Mr. Abu Md. Maniruzzaman Khan, Rector, Mr. Syed Mahboob Hasan, MDS and Dr. Gauranga Chandra Mohanta, Director are present in the opening ceremony of the 59th ACAD.



Mr. Abu Md. Maniruzzaman Khan, Rector of the Centre distributes certificates among the participants of the 48th Senior Staff Course. Mr. Monowar Hossain Sarkar, MDS and Course Director is also present in the Certificate Awarding Function.

2.8 Training Activities of RPATCs

RPATCs conducted the following training courses during the financial year (2007-2008).

Table 2.8: Training Report of the Regional R.P.A.T.Cs for the financial Year 2007-2008

Sl. No	Name of the Course	Date	Total number of the Courses	Number of Courses held	Target of participants (each center)	Target				Total	Percentage (%)
						Dhaka	Chittagong	Rajshahi	Khulna		
1	2	3	5	6	7	8	9	10	11	12	13
1	Training on Modern Land Management Course	22.07.07-26.07.07	04	01	35×4=140	40	-	-	-	40	29
2	Financial Management Course	09.01.08-21.01.08	04	04	40×4=160	24	16	26	19	85	53
		28.01.08-07.02.08	04	03	40×4=160	-	35	47	41	123	77
		12.03.08-23.03.08	04	02	40×4=160	-	-	27	27	54	33
3	Modern Office Management	09.07.07-29.07.07	04	03	40×4=160	33	33	20	-	86	52
		06.05.08-15.05.08	04	03	40×4=160	15	-	27	24	66	41
4	Basic Office Management Course	04.11.07-29.11.07	04	03	40×4=160	45	37	18	-	100	63
		03.07.07-31.07.07	04	04	40×4=160	49	35	19	44	147	92
		02.04.08-29.04.08	04	04	40×4=160	32	31	33	40	136	85
5	Computer Literacy and English Language Course	01.08.07-28.08.07	04	04	40×4=160	35	58	58	36	187	116
		28.10.07-15.11.07	04	01	40×4=160	-	-	30	-	30	19
		18.11.07-13.12.07	04	03	40×4=160	40	-	35	27	102	64
		18.11.07-06.12.07	04	02	40×4=160	27	16	-	-	43	27
		09.01.08-29.01.08	04	04	40×4=160	33	21	25	19	98	61
		03.02.08-20.02.08	04	03	40×4=160	-	12	24	35	71	44

		12.03.08-08.04.08	04	04	40×4=160	42	43	43	35	163	101
		06.04.08-27.04.08	04	03	40×4=160	20	-	21	27	68	43
		01.05.08-28.05.08	04	04	40×4=160	36	18	37	32	123	77
6	Staff Development Course	19.08.07-28.08.07	04	04	40×4=160	40	39	39	43	161	100
		25.09.07-04.10.07	04	03	40×4=160	34	40	-	44	118	74
		22.10.07-31.10.07	04	01	40×4=160	-	-	34	-	34	21
		03.06.08-12.06.08	04	04	40×4=160	38	41	44	44	167	104
7	Conduct & Discipline	12.09.07-25.09.07	04	02	40×4=160	-	27	16	-	43	27
		24.10.07-06.11.07	04	01	40×4=160	34	-	29	37	100	73
		17.02.08-28.02.08	04	04	30×4=120	30	23	29	37	119	99
		05.03.08-17.03.08	04	03	30×4=120	13	11	21	-	45	35
8	File and Record Management Course	05.09.07-18.09.07	04	04	40×4=160	39	30	31	47	147	92
		14.05.08-27.05.08	04	04	40×4=160	31	32	49	31	143	89
9	Team Building & Leadership Development Course	28.10.07-01.11.07	04	01	25×4=100	19	-	-	-	19	19
10	Training Course for the Assistant Land Officers and Sub Assistant Land Officers	01.01.08-14.01.08	04	01	40×4=160	44	-	-	33	77	48
Total				80	4640	741	567	699	618	2895	62

CHAPTER-III

Training Evaluation

3.1 Introduction

Evaluation is indispensable to determine the effectiveness of any programme and its continuous development. Evaluation is an attempt to obtain information or feedback on the effects of a training programme and to assess the value of training in the light of that information for improving further training programmes. It is like a project where project cycles are evaluated in its phase for effective implementation. In fact, evaluation is an essential ingredient to comprehend and develop the quality of a training program.

Training programmes conducted in the Centre are mainly for enhancing working capacity and skill development. Therefore, emphasis is given on participation and active involvement for making best use of experiences in groups among the group members and also sharing the experiences with each other. In doing so, it rather emphasizes on changes in attitudes and developing skills. In this context, evaluation and monitoring system proves to be the most useful and important factor in the training cycle for successful implementation of training programmes. Feedback collected from the participants, therefore, can play an important role in designing the next courses.

3.2 Objectives of Evaluation

The objectives of evaluation are :

- a. To create a self-correcting training system in order to increase the effectiveness of current and subsequent training programme.
- b. To identify the strengths and weaknesses of a training programme.
- c. To provide information which facilitates the introduction of new ideas and changes for increasing training effectiveness.
- d. To aid the learning process of the trainees.
- e. To improve the proficiency of the speakers, so that they can communicate their ideas in English in everyday situation.

3.3 Evaluation of training courses in the Centre is done in accordance with the provisions of National Training Policy. The evaluation system is reciprocal i.e. trainees are evaluated by the faculty and the faculty is evaluated by trainees. Participants of the training courses are evaluated and graded on the basis of their performance. Evaluation reports are forwarded to their controlling ministries/divisions for preservation in the officers' dossiers.

3.4 Evaluation System

Qualifying marks in each module is 50%. Assessment is made on grading system in the following manner:

Percentage of Marks obtained	Grading
90 and above	AA (Outstanding)
80-89	A+(Very Good)
70-79	A (Good)
60-69	B+ (High average)
50-59	B (Average)
Less than 50	Fail

3.5 Individual performance report

An individual performance report (Pen Picture) is prepared for each participant of the core courses, which is subsequently sent to nominating agencies.

3.6 Evaluation by the participants

a) Daily monitoring by the participants

The participants evaluate the daily training activities in a structured prescribed form. Necessary corrective and preventive measures are taken on the observation made by the participants.

b) Evaluation of Speaker/Resource Person

Participants evaluate speakers in each class session. They are provided with speaker's evaluation form in which they evaluate sessions on different aspects.

c) Evaluation of Sports Session

Participants evaluate the performance of the instructors of sports department and for that they are provided with prescribed form.

d) Course-End-and Mid-term Evaluation

A mid-term evaluation of training programme is held after two months. The participants ventilate their opinion in the session organized by the evaluation department. Necessary corrective and preventive measures are taken on the observation of the participants.

At the end of the course the participants are provided with a prescribed form in which they, in writing, give their comments, opinions and suggestions on different aspects of training activities. The evaluation department incorporate the suggestions and recommendation given by the participants for future improvement of the programme.

e) Oral Evaluation

Apart from the written evaluation the evaluation department organizes an open-ended oral evaluation session to collect information regarding the training activities. Participants are given opportunity to express their views and opinion on specific areas of training activities.

3.7 Result of the core courses

Result of the core courses are presented in the following tables (3.1, 3.2, 3.3)

Table 3.1: Senior Staff Courses (SSC) from 47th rd to 48th

Name of the Course	Duration of the Course	Grade Obtained		
		AA	A+	A
47th SSC	01/07/2007/-13/09/2007	-	25	-
48th SSC	20/01/2008-03/04/2008	11	13	-

Table 3.2. Advanced Courses on Administration and Development (ACAD) from 57th to 59th

Name of the Course	Duration of the course	Grade Obtained		
		AA	A+	A
57 th ACAD	03/07/2007-16/09/2007		6	20
58 th ACAD	04/11/2007-17/01/2008		24	6
59 th ACAD	24/02/2008-08/05/2008		22	6

Table 3.3. Foundation Training Courses (FTC) from 40th to 41st

Name of the Course	Duration of the Course	Grade Obtained					
		AA	A+	A	B+	Pass	Fail
40 th FTC	30/10/2007-26/02/2008	-	26	172	-	21	-
41 st FTC	01/04/2008-29/07/2008	-	69	157	-	2	-

Table 3.4: Top ten position of the 40th Foundation Training Course
(30 October, 2007 to 26 February, 2008)

Sl. No.	Name & Designation	Cadre	Roll No.	Position
1.	Mr. Hasan Murtaza Masum Assistant Commissioner	BCS (Administration)	346	1 st
2.	Mr. Mirza Mohammad Mamun Sadar Assistant Commissioner of Taxes	BCS (Taxation)	307	2 nd
3.	Mr. Mohammad Atiqur Rahman Assistant Divisional Engineer	BCS(Telecommunication)	437	3 rd
4.	Mr. Sufian Ahmed Asst. Superintendent of Police	BCS (Police)	406	4 th
5.	Mr. Muhammad Mahbub Hasan Assistant Police Commissioner	BCS (Police)	247	5 th
6.	Mr. Mohammed Mokhlesur Rahman Asst. Police Commissioner	BCS (Police)	225	6 th
7.	Mr. Molla Saleheen Shiraj Assistant Commissioner of Taxes	BCS (Taxation)	431	7 th

8.	Mr. Mohammad Maniruzzaman Asst. Superintendent of Police	BCS (Police)	447	8 th
9.	Ms. Rumana Rahman Shampa Assistant Commissioner	BCS (Administration)	231	9 th
10.	Mr. Hussain Syed Gowhor Assistant Post Master General	BCS (Postal)	143	10 th

Table 3.5: Top ten position of the 41st Foundation Training Course
(01 April, 2008 to 29 July, 2008)

Sl. No.	Name & Designation	Cadre	Roll No.	Position
1.	Mr. Mohammad Ashraful Afsar Assistant Commissioner	BCS (Administration)	421	1 st
2.	Mr. Najmul Hasan Sub-Divisional Engineer	BCS(Roads & Highways)	416	2 nd
3.	Mr. Mohammed Robayet Khan Assistant Commissioner	BCS (Administration)	257	3 rd
4.	Mosammat Shahanara Monika Assistant Secretary	BCS (Foreign Affairs)	458	4 th
5.	Mr. Shafiqul Islam Assistant Commissioner	BCS (Administration)	136	5 th
6.	Dr. Md. Abdul Aziz Assistant Commissioner	BCS (Administration)	248	6 th
7.	Mr. A.K.M. Hasibur Rahman Asst. Divisional Controller of Accounts	BCS (Audit & Accounts)	325	7 th
8.	Mr. Sharif Rasel Assistant Commissioner	BCS (Administration)	420	8 th
9.	Muna Musharrat Assistant Commissioner	BCS (Administration)	419	9 th
10.	Shabab-Bin-Ahmed Assistant Secretary	BCS (Foreign Affairs)	305	10 th



Professor Anu Mohammad conducts a training session to the participants of 40th Foundation Training Course.



Dr. Akbar Ali Khan, Former Advisor to the Caretaker Government is addressing the participants of the 48th Senior Staff Course.

CHAPTER-IV

Research and Development

4.1 Introduction

Conducting research work is one of the mandates of the Centre. Research Section coordinates all research activities undertaken and funded by the revenue budget of the Centre.

4.2 Types of Research Activities

In conformity with objectives of research policy of the centre, research conducted in BPATC can be classified into two categories:

- a. Research related to development of training:** The main objectives of this type of research are to assess training needs and develop training materials. This sort of research plays a vital role to enhance the quality and effectiveness of training.
- b. Research related to administration and development:** This type of research addresses socio-economic aspects, administration and development issues and issues on national importance etc. It helps government to formulate reform policies and programmes and also help government to make decisions on critical issues.

4.3 Funding of Research Activities

Different sources of funding are in place to implement the research project, which are as follows:

- a. Research work under revenue budget,
- b. Research work under development budget,
- c. Research activities under external resources.

- 4.4 4 (Four) research projects were approved in the Financial Year 2007-2008 under revenue budget. These are as follows:

Research Project	Researchers
E-Government: Preparedness and Training Needs of the Bangladesh Civil Service (Phase-I)	Abu Md Maniruzzaman Khan Syed Mahboob Hasan Dr. S.M. Sanaul Hoque
Assessment of Training Needs for the Functionaries of Field Bureaucracy: The case of Upazila Nirbahi Officers in Bangladesh	Md. Mahamud-Ul-Hoque Md. Nurul Amin
Infrastructural Development for Disaster Management: The case of Bangladesh.	Md. Monwar Hossain Sarker
Untold Realities: Violence Experienced by Women Public Officials in their Marital Life.	Dr. M A Momen Md. Shafiqul Haque

4.5 Management of Research Activities

Research Committee is headed by the Vice-Chancellor, Jahangirnagar University, which monitor and manage the research works of the Centre. The main functions of this committee are to (a) review the research proposals and recommend for approval; and (b) provide feedback about publication of research report.

Under 2007-2008 financial year 3 (three) meetings of the Research Committee were held. Apart from this, the current status and problems of the research activities are also discussed in the monthly meeting of Research and Consultancy Division chaired by the MDS(R&C). There is a Research Policy (approved by the BOG) of the Centre to run the research work properly.

4.6 Other Activities of Research Section

Research Section conducts faculty seminar to disseminate and share knowledge, ideas and views (on the basis of research findings) amongst the members of faculty of the Centre. The main objective of this faculty seminar is to enhance intellectual capacity and analytical ability of the members of faculty. During 2007-2008 financial years 3 (three) faculty seminars were conducted by the Research Section of the Centre.

Research Section also conducts Field Study Programme done by the participants of Foundation Training Course (FTC). In the financial year 2007-2008, Research Section conducted two Field Study Programmes attended by 219 and 228 participants of 40th & 41st FTC respectively. The main objective of this programme is to familiarize the trainees with different techniques of data collection, data analysis and writing a research report. Participants of FTC went different district/upazila of the country to collect data as well as to interact with the common people to gather knowledge on particular issue selected by the authority. One of the officers belong to the Research Section coordinate the Field Study Programme. Module Director is selected from the Research Section. Topic of the field study programme may vary from course to course.

In addition to these activities, Research Section publishes the Annual Report of the center in which all sorts of activities implementing by the Centre are reflected.

B. Publication Section

4.7 Publication Activities

4.7.1 Classification of Publications

Publication Section publishes books, journals and reports relating to administration and development. According to the Publication Policy, publications of the Centre are of two types:

- a. Professional manuscript
- b. Non-professional manuscript

4.7.2 Publication Committee

There is a publication committee of the Centre headed by the Rector. Publication Committee of the Centre ensures proper utilization of the allocated fund for publication. This committee determines whether books, seminar papers and reports are appropriate for publication. It also considers the publication of research reports recommended by the Research Committee.

4.7.3 List of Publications for the year 2007-08

Table-4.1: List of publications for the year 2007-08.

S.L.	Name of Publications	Number of Publication	Number of Copies of each Publication	Total Number of Copies Published during the year
a.	Annual Report 2006-2007	01	600	600
b.	Training Calendar 2008-2009	01	700	700
c.	Regional Training Calendar 2008-2009	01	1500	1500
d.	Bangladesh Lok-Proshashon Patrika, 10 th year issue	01	400	400
e.	Lok-Proshashon Samoecky, Vol. 31, 32, 33, 34 and 35	05	400	2,000
f.	Bangladesh Journal of Public Administration, Vol. XVI, No. I, 2007	01	500	500
g.	BPATC Barta	04	900	3,600

4.7.4 Desktop Publication (DTP)

To expedite and update publication activities, a modern Desktop Publication (DTP) Unit has been set up under development project. Publication activities have been strengthened after the installation of DTP Unit.

C. Computer Section

4.8 Activities of Computer Centre

Computer centre is one of the most important sections of Research & Consultancy division. There are six Computer Labs at BPATC. Among them 3 (three) Computer Labs situated in the faculty building 1 where 84 (Eighty four) trainees/faculty members at a time can use computer and can take part in the training session. Computer module is included in all the core and short courses of the centre. The modules include primary knowledge of information and communication technology along with theoretical and practical sessions on Typing, MS Word, MS Excel, MS Power Point, MS Access, E-Mail, Internet and E-Governance.

CHAPTER-V

Library and Training Aid

- 5.1** Library and Training Aid (LTA) is an important department of Research and Consultancy Division. There are two branches of the department. These are:
- a. Documentation and Circulation.
 - b. Audio-Visual and Reproduction.
- 5.2** Library plays an important role to achieve the goals of training. At present the library has about 1, 06,000 books and 300 Journals and magazines for circulation to the readers. The main task of the Library is to collect latest relevant books, journals, magazines and other reading materials and issue these for the readers. During the financial year 2007-2008, books, newspapers, magazines etc. were purchased for the library. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters and magazines as complimentary, through exchange programme, by virtue of membership and depository library of various local and foreign organizations.
- 5.3 Reference Services:** Reference collection of the library is very rich. 130 titles of encyclopedias are there in the Library. In addition to these, a huge number of reference related books are available in the library. The library staffs are committed to response the queries and to check various reference citations to the readers.
- 5.4** The Library remains open from 8:00 A.M. to 10:00 P.M. without any break from Sunday to Thursday and it also remains open on Friday and Saturday. A large number of readers use the library regularly. Approximately, 4500 books have been issued to the readers in the financial year 2007-2008. Every faculty member can borrow 10 books while a trainee can borrow 4 books at a time for one month. Except the issued books, the trainers and trainees use a good number of leading dailies. A total of 22,256 copies of 22 dailies were kept in the library in the F/Y 2007-2008. Selected 8 dailies are preserved annually in a binding form for various references and research purposes. The library also subscribes for the international weeklies like the Economist, the Times and the Newsweek.

5.5 One of the important collections of the library is to preserve Paper Clippings. A total of 123 topics are being preserved in the Library. Paper Clippings are very helpful for preparing various assignments, research works and seminar papers for the trainees and members of the faculty. These are available in the Journal section of the library.

5.6 BPATC Library is also a member of 5 reputed international organizations. These are CAPAM (Commonwealth Association for Public Administration and Management), IASIA (International Association of Schools and Institutes of Administration), AMDISA (Association of Management Development Institutions in South Asia), EROPA (Eastern Regional Organization of Public Administration) and NAPSIPAG (Network of Asia Pacific Schools and Institute of Public Administration and Governance). By virtue of this membership, BPATC receives their valuable publications. The library is also corporate member of the British Council Library and BSTD (Bangladesh Society for Training and Development).

Table-5.1: Comparative statement of the services provided from Library during the F/Y 2007-2008.

Sl. No.	Statement of Items	2005-2006	2006-2007	2007-2008	Remarks
1.	No. of Procured books	631	492	518	
2.	World Bank Pub. received	705	388	227	Due to fund constraints WB reducing its Publications.
3.	Complementary Publications received	454	986	262	
4.	Annual Report received	16	50	33	Timely Publications of Ann. Reports is decreasing
5.	No. of daily Newspapers kept	58 copies of 22 titles (Daily)	58 copies of 22 titles (Daily)	58 copies of 22 titles (Daily)	
6.	Processing of books	1912 Vols.	2929 Vols.	1500 Vols.	Depends on the No. of Books procured and received.
7.	Paper Clippings	120 topics	122 topics	123 topics	New Topics are adding

Table-5-2 : Statement of procured Magazines:

Titles	2005-2006	2006-2007	2007-2008
1) Weekly 2000 (Bangla)	17	17	17
2) Weekly Robbar (Bangla)			
3) Weekly Courier			
4) Weekly Holiday			
5) Monthly Prithibi (Bangla)			
6) Weekly Bichitra (Bangla)			
7) Monthly Computer Jagat (Bangla)			
8) Desh (Fortnightly, Bangla)			
9) Monthly Madina (Bangla)			
10) Sananda (Fortnightly, Bangla)			
11) News Week (weekly)			
12) Times (weekly)			
13) Economist (weekly)			
14) R. Digest (monthly)			
15) P.C world (monthly)			
16) National Geography (monthly)			

5.7 BPATC library has Publication Exchange Programme with the local and foreign organizations. BPATC sends its journal to the enlisted national and international organizations. The list of Journals and other Publications received through exchange programme and compliments from the various foreign and local organizations are given below:

Table-5-3 : Exchange Programme with the local and foreign organizations:

Sl. No.	Name of the Organization(s)	Title of the Publication(s)
1.	Library Lal Bahadur Shastri National Academy of Administration Missoorie 248179, India	a) The Administrator
2.	Library Indian Institute of Management Joka. Diamond Harbour Road POB 16757, PO -Alipore Calcutta 700027, India	a) Decision
3.	Association of Management Development Institutes in South Asia (AMDISA) No. 1157. Road No. 57, Jubilee Hills Hyderabad-500 003, India.	a) South Asian Journal of Management
4.	Library Administration Staff College of India, Bella Vista Hyderabad 500049, India	a) ASCI Journal of Management
5.	Library National Institute of Rural Development Rajendra Nagar Hydrabad 500030, India.	a) Journal of Rural Development
6.	Library Pakistan Administrative Staff College Shahrah-i-Quaid-Azam Lahore, Pakistan.	a) Pakistan Administration
7.	Library Centre for South Asian Studies University of the Punjab Quaid-i-Azam Campus Lahore-Azam Campus Lahore-54590, Pakistan	a) South Asian Studies b) Minority Affairs
8.	Library Pakistan Institute of Development Economics (PIDE) POB 1091 Islambad 44000, Pakistan	a) The Pakistan Development Review.
9.	Centre for Library & Information Resource (CLAIR), Asian Institute of Technology POB-2754, Bangkok 1050-1 Thailand.	a) AIT Catalog of Courses
10.	Library Institute International d' Administration Publique 2 ave de l' Observatoire 75272 Paris Cedex 06, France.	b) d' Admin Publique

11.	Director International Food Policy Research Institute 2033 K St. N. W. Washington, D.C. 20006, U.S.A	a) Rural 21
12.	Library Syracuse University Syracuse, NY 13244, U.S.A	a) News & Views
13.	International Monetary Fund Washington D.C 20431, U.S.A	a) IME in Focus b) Finance & Development
14.	Economic Development Institute of the World Bank 1818 H.St. NW, Washington D.C. 20433, U.S.A.	a) Development outreach
15.	Library Institute of Development Studies University of Sussex Falmer, Brighton Sussex, BN1 9RE, U.K	a) IDS Bulletin
16.	Library Institute of Commonwealth Studies University of London 28 Russell Square London, WC1B 5 DS, U.K	a) Thesis in Progress in Commonwealth Studies
17.	Library Asian Centre University of the Philippines Diliman, Quezon City 1101 Philippines.	a) Asian Review of Public Administration.
18.	Library College of Public Administration University of the Philippines P.O. Box No. 198 Diliman, Quezon City Philippines.	a) Philippines Journal of Public Administration. b) Asia Pacific Development Monitor
19.	Library Asian Development Bank 2330 Roxas Boulevard Metro Manila P.O. Box 789, Manila, Philippines.	a) Asian development Review
20.	Library Chr. Michelsens Institute for Videnskap-Of Aandsfrihet 5036 Fantoft, Bergen Norway.	a) CMI Report
21.	Library Asian and Pacific Development Centre Pesiaran Duta P.O. Box 12224 50770 Kuala Lumpur Malaysia.	a) Asia Trade Promotion Bulletin b) APDC News letter

22.	Ghana Institute of Management and Public Administration P.O. Box. 50 Achimota, Ghana.	a) GIMPA Journal of Leadership, b) Management and Administration
23.	Library Swedish University of Agricultural Sciences International Rural Development Centre P.O. Box 7005 S 75007 Uppsala Sweden.	a) Currents
24.	Library International Labour Office CH-1211, Geneva. 22 Switzerland .	a) World of work b) International Labour Review.
25.	The Library United Nations Centre For Regional Development Nagano 1-47-1, Nakamura Ku Nagoya 450-0001 Japan.	a) RDD Journal b) RDD report c) UNCRD annual report
26.	Pakistan Study Centre University of Punjab Quaid -i- Azam Campus Lahore -54590 Pakistan.	a) Pakistan Vision
27.	Calle Herrera Toro Qta Clad Sector Los Naranjos Las Mercedes Apdo Postal 4181 Caracas 1010-1, Venezuela.	a) Reforma Democracy,
28.	Office of the Librarian Institute of Business Administration (IBA) University of Dhaka. Shahabag, Dhaka-1000	a) Journal of Business Administration.
29.	Office of the Librarian Bangladesh University of Engineering and Technology (BUET) Shahabag, Dhaka-1000	a) BUET News
30.	Office of the Librarian University of Chittagong Chittagong	a) Chittagong University Journal
31.	Office of the Librarian Department of Public Administration University of Chittagong Chittagong.	a) The Chittagong University Journal of Social Science.
32.	Office of the Librarian Jahangirnagar University Savar, Dhaka.	a. The Jahangirnagar Review b. বার্ষিক প্রতিবেদন c. Journal of Statistical Study.
33.	Office of the Librarian Bangladesh Open University Gazipur.	Journal of Agriculture & Rural Development.
34.	Office of the Librarian Bangladesh Agriculture University Mymensingh.	a. BD Journal of fisheries b. BD Journal of Agriculture Science c. BD Journal of Nuclear Agriculture d) BD Journal of Agriculture Economic

35.	Office of the Librarian Graduate Training Institute (GTI) Bangladesh Agriculture University Mymensingh	a) Bangladesh Journal of Training and Development
36.	Office of the Librarian University of Rajshahi Rajshahi	a) Rajshahi University Studies.
37.	Office of the Librarian Institute of Bangladesh Studies Rajshahi University Rajshahi.	a) Bangladesh Economic Studies b) Journal of the Institute of Bangladesh Studies. c) আইবিএস জার্নাল
38.	Office of the Librarian BD. Islamic University Kushtia-7000	a) BIU Journal b) Journal of Politics and Administration
39.	Directorate of Archives and Libraries National Library Building Sher-e-Bangla Nagar, Agargaon Dhaka-1207.	a) National Bibliography
40.	Office of the Librarian Bangladesh Institute of Development Studies (BIDS) E-17, Agargaon, She-e-Bangla Nagar Dhaka.	a) Research Report b) BD Dev. Studies c) বাংলাদেশ উন্নয়ন সমীক্ষা ।
41.	Office of the Librarian Bangladesh Civil Service Academy Shahbagh, Dhaka..	a) Bangladesh Journal of Administration & Management
42.	Office of the Librarian National Academy for Education Management (NAEM) Dhanmondi, Dhaka.	a) NAEM Journal
43.	Office of the Librarian Centre for Integrated Rural Development for Asia and the Pacific (CIRDAP) Chamili House, Topkhana Road Dhaka.	a) Asia-Pacific Journal of Rural Development b) CIRDAP Development. Digest.
44.	Director Bangladesh Unnayan Parisad House No. 33, Road No-4 Dhanmondi, Dhaka.	a) উন্নয়ন বিতর্ক b) প্রদ্যোত
45.	Office of the Librarian Bangladesh Institute of International Strategic Studies (BISS) 1/46, Elephant Road, Dhaka.	a) BISS Journal b) অন্যান্য
46.	Office of the Librarian Bangladesh Agricultural Research Council (BARC) Farmgate, Dhaka.	Annual Report.
47.	Office of the Librarian Bangladesh Agricultural Research Institute (BARI) Joydevpur, Gazipur.	a) Bangladesh Journal of Agriculture Research b) Annual Report.
48.	Office of the Librarian Bangladesh Institute Labour Studies Ara Mansion	a) BILL's Bulletin b) শ্রমিক

49.	Office of the Librarian Dhaka Chamber of Commerce and Industries 65-66, Motijheel C/A Dhaka-1000	a) FBCCI Journal
50.	Office of the Librarian Grammeen Bank Section-2, Mirpur, Dhaka.	a) Annual Report b) উদ্যোগ
51.	Office of the Librarian Bangladesh academy for Rural Development (BARD) Cotbari, Comilla.	a) The Journal of Rural Development b) পল্লী উন্নয়ন ও অন্যান্য প্রকাশনা
52.	Office of the Librarian Bangladesh Bank Motijheel C/A, Dhaka.	a) B.B Quarterly b) ব্যাংক পরিক্রমা c) বার্ষিক প্রতিবেদন d) Economic Trends.
53.	Office of the Librarian Bangladesh Institute of Bank Management (BIBM) 1, Main Road, Section-2 Mirpur, Dhaka.	a) BIBM Journal b) Academic Calendar.
54.	Office of the Librarian National Institute of Local Govt. (NILG) Agargaon, Sher-e-Bangla Nagar Dhaka-1207	a) The Journal of local Govt.
55.	Office of the Librarian Rural Development Academy (RDA) Bogra.	a) বাংলাদেশ পল্লী উন্নয়ন সমীক্ষা b) Annual Plan.
56.	Office of the Librarian BRAC, BRAC Centre 75, Mohakhali, Dhaka-1212	a) BRAC University Journal b) BRAC Research.
57.	Office of the Librarian Bangladesh Institute of Management (BIM) 4, Sobhanbag, Dhaka.	a) Management Development
58.	Office of the Librarian M/o, Health and Family Planning Room No. 317 Bangladesh Secretariat, Dhaka.	a) Bangladesh Demography and Health Survey
59.	Office of the Librarian Bangladesh National Scientific and Technical Documentation Centre (BANSCOC) Dhaka-1205	a) Bangladesh Journal of Scientific and Industrial Research. b) পুরোগামী বিজ্ঞান c) Annual Report.
60.	Office of the Librarian Women for Women Sukrabad Dhaka-1207	a) Empowerment b) ক্ষমতায়ন
61.	Bangladesh Sheikh Mjbur Rahman Agricultural University (BSMRAU) Former IPSA) Sana, Gazipur-1703	a) বার্ষিক প্রতিবেদন ।

62.	Office of the Librarian Academy for Planning & Development Sonargaon Road, Nilkhet, Dhaka-1205.	a) Bangladesh Journal of Resources and Development
63.	Chief Policy Communication Department, IDPA 1/IC, Sction-2 Mirpur, Dhaka-1216	a) Policy Review
64.	Ranjan Karmaker Step Towards Development House No-Block-D Lamatia, Dhaka-1207	a) উন্নয়ন পদক্ষেপ
65.	Office of the Librarian National Defense College Mirpur Cantt. Mirpur-12 Dhaka-1221	a) NDC Report. b) NDC Journal
66.	Office of the Librarian Bangladesh National University Gazipur	a) National University Journal of Arts.
67.	Office of the Librarian Engineer's Institute, Bangladesh Head Office, Ramna, Dhaka.	a) Journal of Institute of Engineering. b) Journal of Electrical Engineering c) Journal of Chemical Engineering d) Journal of Mechanical Engineering e) Journal of Agricultural Engineering.
68.	Office of the Librarian Bangladesh Kira Shikha Prothestan (BKSP) Zirani, Savar, Dhaka.	a) Bangladesh Journal of Sports Science
69.	Office of the Librarian Bangladesh Livestock Research Institute (BLRI), Savar, Dhaka.	a) Bangladesh Journal of Livestock Research.
70.	Judicial Administration Training institute Old High Court Building, Dhaka.	a) JATI Journal
71.	Library Bangladesh Military Academy Vatiary, Chittagong	a) Podakkhap b) চির উন্নত মম শির
72.	Library Bangladesh Rural Development Training Instituten (BRDTI) Khadim Nagar, Sylhet.	a) Journal of Rural Development Studies
73.	Director Directorate of Education Air Headquarters', Dhaka.	a) ঈগল
74.	Bangladesh River Research Institue Faridpur	a) River Research Institute Technical Journal.
75.	Director General Financial Management Academy 2 nd 12 th Floor Building (9 th floor) Segunbagicha, Dhaka.	a) Finance & Development
76.	Directorate of Labour 4 Rajuk Avenue, Dhaka-1000	a) বাংলাদেশ লেবার জার্নাল



Knowledge search by the participants in the library of BPATC



Participants of the 48th Senior Staff Course visit Garments Factory. Mr. Abu Md. Maniruzzaman Khan, Rector and Course advisor leads them.

CHAPTER - VI

Employee's Welfare

6.1 Introduction

BPATC is a residential training institution. Participants of different training programmes stay in the dormitories of the Centre. Most of the officers and employees of the Centre reside in the campus with their families. Despite various limitations, the Centre has initiated different welfare activities for the participants, officers and employees of the Centre. Among these BPATC School and College, Clinic, Mosque, Officers' Club, Employees' Club, Ladies Club etc. are worth mentioning. A brief description of the welfare activities taken in the year 2007-2008 is given below.

6.2 Activities of BPATC School & College

- 6.2.1 Advancement of BPATC School & College is gradually increasing in comparison with the last fiscal year 2005-06. A batch of 309 students appeared at the HSC examination in 2007. This was the 6th batch of the college section. Out of 309 students, 279 students passed successfully. The gradation of successful students are 8 in GPA 5, 62 in GPA 4.00 - < 5.00, 92 in GPA 3.50 - < 4.00, 83 in GPA 3.00 - < 3, 33 in GPA 2.00 - < 3.00 and 1 student in GPA 1.00 - < 2.00, The rate of passing is 90.29%.
- 6.2.2 A batch of 131 students (20th batch from the school section) appeared in the S.S.C examination in 2008. Of them 130 students passed successfully. Out of this 131 students, 39 students have got GPA 5.00, 59 got GPA 4.00 - < 5.00, 22 GPA 3.50 - < 4.00, 7 GPA 3.00 - < 3.50, 3 GPA 2.00 - < 3.00, and 1 GPA 0. The rate of passing is 99.24 percent.
- 6.2.3 In the year 2007-2008 and 2008-2009 the total number of students who have got themselves admitted in HSC in Science, Humanities and Business Studies and in School Section the total students are 1726.

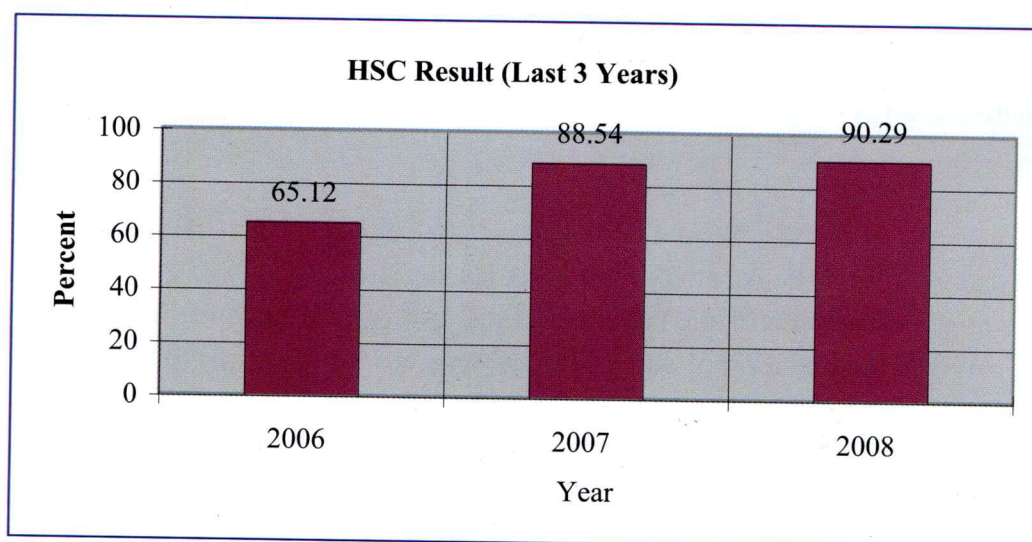
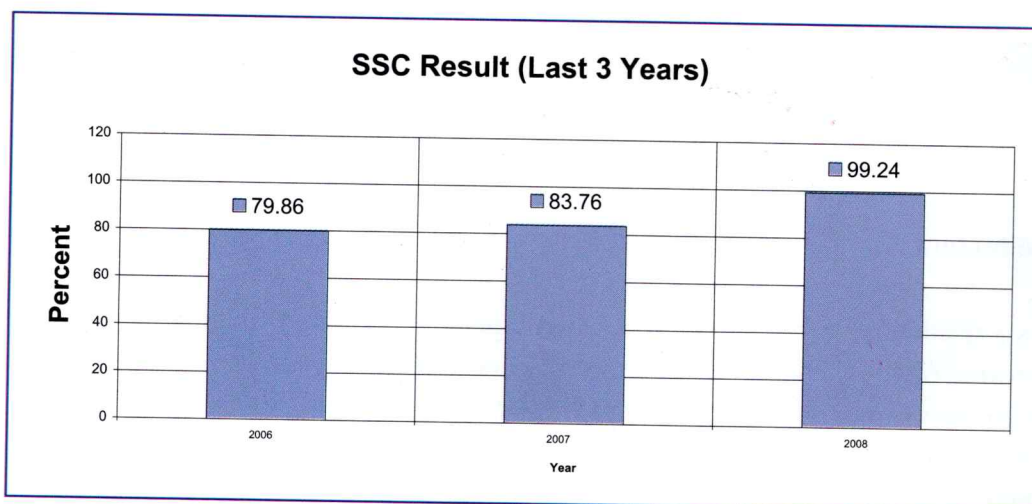


Table-6.1: The teachers, staffs in BPATC School & College are shown in the following table:

Teachers	College		School		Total
	MPO	NMPO	MPO	NMPO	
Male	08	05	11	05	29
Female	06	02	06	04	18
Grand Total	14	07	17	09	47

6.2.4 Moreover, in this fiscal year, 12 students from the school have got junior scholarship, 5 in talent pool grade, and 7 in general grade. In the primary section, 25 students have got primary scholarship, 18 in talent pool and 7 in general grade. So, a total of 37 students have got scholarship from this school in this year.

6.2.5 During this fiscal year, a series of functions like farewell of H.S.C candidates and reception of new students in college section, annual sports and prize distribution among successful students and teachers, the national mother language day, the independence day, the victory day, etc have been observed duly. Co-curricular activities for physical & mental development of students are also took place accordingly.

6.2.6 In this fiscal year, BPATC has provided 3.00 lakh taka to BPATC School & College as yearly donation. In addition to the donation, the institution has got 28.53 lakh Taka from the government as salary of teachers & staffs (government portion).

6.3 Activities of BPATC Mosque

6.3.1 There is a large Mosque in the Centre surrounded by lush-green garden. Muslim officers and staffs of the Centre and the participants of different training courses say their prayer in the Mosque. There is a Imam, a Muazzin and a Khadem in the Mosque. Around 950 people can pray together in the mosque. A committee elected through Islamic procedures manages the mosque and Maktab. The committee works under the overall guidance of Rector of the Centre. Major policy issues and other Islamic development activities are being implemented with the proper guidance of the Rector.

6.3.2 The Mosque committee also takes necessary measures for the observance of Islamic events like Ashura, Siratun Nabi (SAW), Shab-e-Miraj, Shab-e-Kadar, etc. Reputed Islamic thinkers and scholars are invited to speak in these occasions. An essay, Hamd and Naat competition are also held on the occasion of Siratun Nabi (SAW). Besides, special initiatives are taken to observe Eid-ul-Fiter, Eid-ul-Azha and munajats are being arranged on International Mother Language Day, Independence Day and Victory Day. The Mosque has got a rich library having 1125 books on different Islamic subjects. A total of Taka 75000/- was received from the office in the year 2007-2008 as grant for arranging the events mentioned above and for meeting other expenditures of the Mosque and the Maktab.

6.3.3 The Maktab is managed for teaching Arabic and Islamic manners and etiquettes to the children. Maktab is also offers children learning holy Quran. There are three part-time teachers for this purpose who have been paid from the budget received from the office. Around 100 children are attending in the Maktab for learning Ampara in order to recite the holy Quran properly.

6.4 Activities of BPATC Clinic (2007-2008)

BPATC Clinic offers medical services to the participants of Senior Staff Course (SSC), Advanced Course on Administration and Development (ACAD), Foundation Training Course, MATT Course and different Short Courses as well as officers, staffs and their dependants. The clinic staffed with three qualified doctors, one diploma pharmacist, two compounders cum medical assistants, a senior staff nurse, two MLSS.

The main function of the clinic is to manage the outdoor patients by giving primary health care and consultation service .As many as 147 items of drugs are supplied to the patients according to their necessity. The patients are provided with primary and essential drugs free of cost. The clinic has a good referral system with well equipped ambulance.

Many special programs were organized last year. On the 9th of every month Extended Program of Immunization were organized for the vaccination of children and tetanus toxoid injection for the females of reproductive age under the supervision of Savar Upazilla Health Complex. Family planning programs were also arranged by the clinic every month. Regular medical check-ups of the participants of different core courses and the staffs of different department's specially drivers and food handlers of the center are usually done in the clinic. Standard testing of drinking water is done at regular interval from ICDDR, Mohakhali, Moreover, medical officers of the center are also conducting some sessions of various training courses on different topics like general ideas about *First Aid* and preventive measures against some minor injuries, primary health care and reproductive health.

In the year 2007-2008, the allocated budget for the clinic was taka 350,000. From this amount both drugs and medical equipments were purchased. A total of 30166 patients received medical treatment last year. Among them 3036 were participants and the rest were officers, staffs, students of BPATC School and colleges. Among them 9860 were male patients, 9140 female and 9030 were children. National program like eradication of measles and poliomyelitis by NID under Ministry Of Health and Family Welfare was organized in the clinic for the children of residential area. School health program also organized in collaboration with Savar Upazilla Health Complex.

Table 6.2: Patients getting medical treatment from BPATC clinic last year (2007-2008):

Sl. No	Type of patients		Number
1	Participants		3036
2	Officer, Staff and their dependants	Male	9560
3		Female	8840
4		Children	8730
Total			30166

6.5 Activities of BPATC Officers Club

6.5.1 BPATC Officers' Club was established in 1988 in order to promote friendship, solidarity, brotherhood and intimacy among the officers. The club is being led by an elected/selected executive council.

According to the constitution of the club, all the activities of the club are being conducted by an executive council consisting of 12 members. The Members of the Club elect the members of the executive council. Rector of the Centre is the President of the club by virtue of his post. Mr. Md. Zakir Hossain acted as General Secretary. Mr. Abul Baset and Mr. Md. Azizul Huq acted as Joint Secretary and treasurer respectively for the year 2007-2008. Grant from the social welfare fund of the Centre, monthly subscription of the members and connection fee of the dish antenna, etc. are the sources of income by which the activities of the club are implemented.

6.5.2 Activities of the club for the year 2007-2008

- a. National days were observed with due solemnity. Recitation, music and drawing competition for the children/teenagers were arranged in observance of the Independence day, Victory day and International Mother language day.
- b. Annual picnic for the officers and their family members was arranged
- c. The club arranged a program to celebrate Bangla New Year at the club premises and also provided the transport to visit and observe the program at Ramna Botomul.
- d. The Officer's Club runs an Art school for the children of the Centre having classes twice in a week.

6.6 Activities of BPATC Employees Club

BPATC Employees' Club was established in 1986 with a view to cultivating a more developed culture and facilitating recreation of the employees of the Centre. As per the constitution of the club a 15-member executive council is formed through the biannual election. Overall activities of the club are run by the donation of the social-welfare sector of the center and subscription of the employees. With the initiative of the employees' club, the International Mother Language Day, Independence Day and Victory Day are observed. Various mini-tournaments on Football, Cricket and Volleyball are arranged, indoor games like cards, carom, ludu and chess are arranged throughout the year. Annual sports competition is one of the main recreational activities of the club. The 20th Annual Sports competition of the club was held with much enthusiasm. The competition was inaugurated by the chief guest of the annual sports competition, Mr. Abu Md. Maniruzzaman Khan, Rector and the convenor of the advisory council of the employees' club. Rector distributed the prizes among the winners of the competition.

6.7 Activities of BPATC Ladies Club

6.7.1 The BPATC Ladies Club was formed with all the female employees and wives of all the officers of BPATC. It was formally started functioning in 1998. The club is run by the constitution approved by the Rector of the Centre. The club has got an executive committee of 17 members. Rector's spouse is the President of the club by virtue of her position. The other members of the executive Committee are elected through ballot. During the period of 2007 - 2008 Mrs. Moushumi Hasan acted as the General Secretary, Mrs Feroza Haque as the Assistant General Secretary and Mrs. Humaira Jahan as the Treasurer of the club. The tenure of the Executive Committee is for one year. The club performs all activities with the money received from the social welfare fund of BPATC, monthly contribution of the members and earning from a playgroup of school, which is being run by the club.

6.7.2 A list of its performance during the fiscal year 2007-2008 is as follows: -

- * Distribution of relief goods among the SIDR effected people in January 2008.
- * Distribution of monthly stipend to poor meritorious students of class six to class ten, who are the children of the employees of the Centre, to encourage meritorious students.
- * Organization of Milad and Ifter party during the month of Ramadan.
- * Observance of all the National Days with due solemnity. Competitions on painting, recitation and music organized for the children living in the campus for their mental development.
- * Celebration of the Bengali New Year 1415 through an enjoyable cultural programme.
- * Introduction of a programme of learning the Holy Quran.
- * A play Group School is also run by the club.



Young Learners of BPATC School & College sing songs in the Prize Awarding Ceremony.

CHAPTER-VII

Physical Exercises & Sports

7.1 Introduction

Physical Exercise & Games are integral parts of different training programs of the Centre. Taking part in the physical exercise early in the morning and games in the afternoon is mandatory for the FTC, ACAD & SSC. The main objective is to build-up a congenial and friendly relation among the participants of different cadres through collective physical exercise and games. Besides this other objective of physical Exercise and Games is to enhance the physical and mental capacity of the participating officers through a well-planned program. Physical Exercise and Games help the participants especially to relieve them of the mental stress and fatigue created by the monotonous training. Another pivotal objective is to develop an attitude to live a sound, healthy and active life.

Following are the details of different physical exercise programs held in different courses of the center in the financial year 2007-2008.

7.2 Physical Exercise and Games program for the officers of the Foundation Training Course

Participation in the physical exercise and games early in the morning is mandatory in FTC. In the physical exercise program on stretching, walking, jogging, running, floor exercise (free hand exercise) and road march once a week are cultured. In the games session four games are arranged viz 1. Football 2. Volleyball 3. Handball 4. Basketball. Female participants also take part in Volleyball, Handball and Badminton games. Swimming is mandatory for the participants with the aim of saving life for those who do not know how to swim. All the activities of games are arranged in three phases. The participants are given theoretical and practical knowledge about the rules, regulations and strategies of sports in the first phase. In the second phase, strategies of different games are practiced individually and in-group. In the third phase, sports competitions are arranged and prizes are distributed among the winners.

In the 2007-2008 financial years two FTCs were held. A total of 219 participants took part in 40th FTC while 228 participants took part in 41st FTC. The male participants were divided in 5/7 groups and female participants were divided into 1 or 2 groups depending on the number of participants for physical exercise in the morning. Another combined group was formed with all injured participants, in the phase of recovery, to provide recovery exercises with the sole aim of early recovery, so that they can return faster in the main group to enjoy & share activities of the group. The evening sessions were conducted by dividing the participants into two sessions. For practicing games, the participants were again divided in several groups each comprising 20-25 members. One group in each session comprising of 15-20 participants is given swimming training for life saving.

7.3 Sports Competition

Competitions were held in the practice event. The participants took part in football, volleyball, handball, basketball, swimming, badminton, table tennis, and mini marathon competition. After competitive events a friendly volleyball competition was held between the faculty members and the participants. The Rector of the Centre participated in the competition and gave away the prizes among the winners.

7.3.1 Physical Exercise and sports activities for the ACAD participants

In the 2007-2008 financial years three ACADs were held. There were 26 participants in the 57th, 30 participants in the 58th, and 28 participants in the 59th. The participants of ACAD took part in the physical exercise early in the morning and performed yoga, meditation and different physical exercises. In the Evening session they took part in different sports as per their preference. At the end of the sports curriculum a friendly volleyball match held and prizes gave away among the winners.

7.3.2 Physical exercise and sports for the SSC

Two SSCs were held in financial year 2007-2008 25 and 24 participants took part in 47th and 48th SSC respectively. The participants took part in the morning walk, yoga and different physical exercises. They played tennis, badminton, Table tennis etc as per their performance. At the end of the course a volleyball competition was held between two groups of the participants and prizes were distributed to the participants.

7.3.3 Physical exercise and games for the short courses

During financial year 2007-2008 officers of the following 18 courses took part in the games (optional) both early in the morning and also in the evening. As well as took part in a Volleyball competition at the end of the course.

7.4 Annual sports of the Centre

The 21st annual sports competition was held in BPATC in the financial year 2007-2008. An organizing committee headed by MDS (P&S) arranged the event under the patronization of the Rector. On 24th January 2008 Rector of the Centre inaugurated the sports competition and at the end of competition he distributed the prizes among the winner athletes. About 304 male and 53 female participants of this center including the employee of all RPATC took part in 54 events of the competition. The participation of the athletes in the whole daylong sports competition made the sports festival attractive and highly competitive. Mini marathon competitions were held in different group, where participation of less then 35 years, 36-45 years, above 46 years and women group took part. Employees of the Centre took part in the volleyball competition being divided into four different groups. "Jamuna" group became champion, on the other hand, "Surma" group became runner-up.



Participants of 40th Foundation Training Course are enjoying Volleyball Match in the Indoor Games Hall of the Centre.

CHAPTER-VIII

Finance and Accounts

8.1 Introduction

As per Organogram of BPATC, Finance Branch deals with the responsibilities of maintaining accounts and all kinds of financial transactions along- with receipts and expenditures of the Centre. An officer in the rank of Deputy Director has been working as a Drawing & Disbursing Officer, who coordinates and supervises all financial activities.

8.2 The Centre maintains its accounts according to the Govt. Rules, Regulation and BPATC Ordinance. Payments of pay and allowances of all Class I & II Officers of the Centre are made through crossed cheques against their respective pay bills submitted finance department, while payments of all class III & IV employees are done through the bank by a consolidated statement prepared on the basis of respective pay bills.

8.3 Section 13 of the BPATC Ordinance, 1984 provides that the fund of the Centre may be drawn from the following sources :-

- (a) Grants made by the Government.
- (b) Grants from the Local authorities.
- (c) Loans obtained from the Government & Local authorities.
- (d) Sale proceeds and royalties accruing from the property owned by the Centre and
- (e) Receipts from any other sources.

8.4 During financial year 2007-2008 under the code no 5903-Pay & Allowances Tk. 5,61,00,000/-, Code no 5977-Other Grants Tk 8,10,00,000/- a total govt. grant of Tk 13,71,00,000/- (Taka Thirteen crore seventy one lakh) only was allocated for the Centre including four RPATCs. In addition, Centre's own income was Tk 41,17,800/- (Taka forty one lakh seventeen thousand eight hundred) only. Accordingly a total allocated fund amount Tk 14,12,17,800/- (Taka fourteen crore twelve lakh seventeen thousand eight hundred) only against which an amount of total expenditure as of the 30 June, 2008 was Tk 14,06,03,400/- (Taka fourteen crore six lakh three thousand four hundred) only and Tk 6,14,400/- (Taka six lakh fourteen thousand four hundred) only remained unspent. A detailed expenditure during the financial year from July, 2007 to June 2008 at Table 11.9

8.5 Out of the total budgetary allocation Tk.2,41,50,000/- (Taka Two crore forty one lakh fifty thousand) only had been released for 04 (four) Regional Public Administration Training Centres (RPATCs) during 2007-2008 fiscal year.

A head/sub-head-wise Receipts and Expenditure Statement of the Centre during the financial year 2006-2007 and 2007-2008 is appended below at Table 8.1 & 8.2

Table-8.1: Statement of receipts and income

Income		
Income of 2006-2007	Name of Source	Income of 2007-2008
5,33,00,000/-	1. Pay & Allow. from Govt.	5,61,00,000/-
7,12,00,000/-	2. Other Grants from Govt.	8,10,00,000/-
33,17,305/-	3. Centre's own Income	41,17,800/-
12,78,17,305/-	Total Income	14,12,17,800/-

Table-8.2: Statement of receipts and income

Expenditure		
Expenditure of 2006-2007	Name of Head & Sub- head	Expenditure of 2007-2008
1,37,58,603/-	1. Pay of Officers	1,49,03,467/-
1,84,03,975/-	2. Pay of Establish.	1,87,73,005/-
2,14,26,579/-	3. Total Allowance & Honorarium.	2,19,61,139/-
2,10,00,000/-	4. Total Four Regional Centre	2,41,50,000/-
1,63,07,191/-	5. Total Training Exp.	2,24,88,494/-
3,64,03,158/-	6. Total Contingency	3,83,27,295/-
12,72,99,505/-	Total Expenditure	14,06,03,400/-
5,17,800/-	Amount Unspent	6,14,400/-

CHAPTER IX

Strengthening of BPATC, TQM and MATT-2 Project

A. Strengthening of BPATC Project

9.1 Introduction

Improving civil service practices has been one of the objectives of the administrative reforms and changes in Bangladesh. Government has various programmes to facilitate administrative reforms and changes to ensure good governance and improve public service delivery systems.

With a view to bringing changes in the design of BPATC core courses, to facilitate the Faculty Members (including prospective Faculty Members from Bangladesh Civil Service) with new knowledge and skills a project entitled Strengthening of BPATC Project was implemented in 2005-2006 and subsequently Strengthening of Bangladesh Public Administration Training Centre (Phase-II) Project has been undertaken to continue with the efforts initiated under the first phase project. The project is an effort towards capacity building of BPATC, at the same time, an effort towards capacity building of Bangladesh Civil Service. This phase of the project commenced on July 2006 and completed on June 2008 with a total cost of Taka 1500.00 lakhs. During the financial year 2007-2008 Taka 500.00 lakhs was allocated for the project.

9.2 Activities during 2007-2008

a. Overseas study tour programmes for the participants of the core courses: Total 167 participants (including members of the course management) took part in the overseas study tour programmes arranged by the project during the financial year 2007-08. Following table provides a detailed overview of this component:

Table-9.1: Overseas study tour programmes

Sl no.	Course Title	Study Tour Focus	Number of Participants	Destination Country	Date
1.	47 th Senior Staff Course	Public Sector Management	30 Persons	Indonesia	29 February to 9 March
2.	57 th Advanced Course on Administration & Development	Human Resource Management	35 Persons	Malaysia	23 March to 1 April
3.	58 th Advanced Course on Administration & Development	Human Resource Management	39 Persons	Malaysia	6 April to 15 April
4.	39 & 40 th Foundation Training Course	Strategic Management & Governance	33 Persons	India	19 May to 28 May
5.	48 th Senior Staff Course	Public Sector Management	30 Persons	Indonesia	15 June to 24 June

b. Overseas Study Visit: Total 15 officers took part in the following study visit programs under the SBPATC (Phase II) Project during 2007-08:

Table-9.2: Overseas study visit programmes

Sl.	Topic/Focus	Participants	Country	Duration
1.	Strategic Management & Governance	5 Persons	Malaysia	15 May to 20 May
2.	Human Resource Management	5 Persons	Indonesia	28 May to 2 June
3.	Public Sector Management	5 Persons	China	13 July to 19 July

c. In-house Training Courses: During the same period, the project also offered opportunities for in-house training courses for BPATC and RPATC officials. A summary of activities of this component is presented below:

Table-9.3: In-house training course

S I	Course Title	Participants	Venue	Duration
1.	Communicative English Course for Faculty	15 Persons	ITC	9 March to 13 March
2.	Communicative English Course for Class III	21 Persons	ITC	13 April to 20 April

3.	Public Procurement Course for Faculty	15 Persons	ITC	16 March to 20 April
4.	Public Procurement Course for Class III	20 Persons	ITC	23 March to 27 March
5.	Computer Fundamentals Course for lass III	20 Persons	Computer Centre	9 March to 13 March
6.	Computer Fundamentals Course for lass IV (BPATC & RPATC)	20 Persons	Computer Centre	30 March to 3 April
7.	Hardware & Networking Course for Class III	20 Persons	Computer Centre	16 March to 20 March
8.	BPATC LAN & Web Resource Management for Faculty Members	15 Persons	Computer Centre	23 March to 27 March
9.	Networking Security, Software and Web Management Course For IT Related Personnel	06 Persons	Computer Centre	5 April to 3 May
Total		152 Persons		

d. Workshop and Seminar: Including one international workshop following workshop and seminars were arranged by the SBPATC (Phase II) Project:

Table-9.4: Workshop and Seminar

Workshop/ Seminar	Topic/Title	Participants	Date
International Workshop	"International Workshop on Negotiation and Conflict Management"	34 Persons	27 June to 28 June
Seminar	Introducing Total Quality Management in Public Sector of Bangladesh	110 Persons	26 July, 2008
	Feedback Seminar on "Overseas Experiences on Administrative Reforms and Changes" (57, 58 ACAD & 37, 38 FTC)	181 Persons	13 June & 5 July, 2008
	Fighting Climate Change in Bangladesh	47 Persons	31 August 2008

e. Others: Except the activities, mentioned above, one person has been provided with the opportunity of Masters level overseas course. Besides, under this project software solutions on three areas, namely: Training Management, Personnel Management and Store Management has been procured that would lead BPATC to ICT-based automation of BPATC activities.

With the successful completion of the second phase of the project, the Government by this time has provided allocation for third phase of the project.

B. TQM project

Project Title: Enhancing Capacity of Public Service Training in Bangladesh (ECPUST-BD/TQM) Project.

Duration: January 2007 - June 2009

9.3 Project Activities During the Year (January 2007 - June 2008)

The Project was launched with a Kick-off Seminar held in BPATC in March 2007, which was attended by as many as 130 participants from different ministries as well as from the academia. The first TQM course organized under the Project was a Basic Course on TQM in May 2007, in which 18 faculty members of BPATC, BARD, RDA, and NAEM participated. This was followed by a Basic TOT course for the same group of participants in June 2007. In October 2007, a TOT Refresher Course was organized to prepare the design and training materials for the forthcoming 2nd TQM Short Course. Faculty members who participated in the basic courses as well as some new faculty members participated in the course. The forthcoming 2nd TQM Short Course was renamed as 2nd Course on Improving Public Services through TQM (IPSTQM). The Course was then held in November-December 2007 in which 24 officers from field administration participated. Each participant was required to prepare an Individual Kaizen Action Plan to be implemented in his or her own workplace. All of these participants met in the 2nd IPSTQM Refresher Course in January to report on progress of implementation of their action plans. Three of the participants made successful achievements in this regard and were selected for making presentations in the forthcoming dissemination seminar. These includes, Disposal of mutation cases within the stipulated time by Mr. Md. Kamrul Hasan, Assistant Commissioner (Land), Sherpur, Bogra, Improvement of firearms license issue/renew system, by Mr. Ahmed Ullah, Senior Assistant Commissioner, DC Office, Cox'sbazar and 95% recovery of loan by Mr. Morshed Alam, Upazilla Rural Development Officer, Kapashia, Gazipur respectively. The Seminar was held in Hotel Sheraton in February 2008 with as many as 100 participants where secretaries to the government and director generals of different directorates participated. The top managements of ministries and directorates were appraised about the kaizen action plans being implemented by their grass-roots level officers. The last major activity of the year was the 3rd Course on Improving Public Services

through TQM which was held in June 2008 in which 28 officers participated. Like the previous course, the participants of this course have also undertaken kaizen action plans which are being implemented at the moment.

C. Managing at the Top (MATT-2) Project

9.4 Introduction

The Managing at the Top 2 (MATT-2) is a seven-year development project designed to train a critical mass of senior administrators and develop reformed human resource management systems within the Bangladesh Civil Service (BCS) as an important building block for incremental administrative reform. It also seeks to respond key features of PRSP that a competent and motivated public administration system is central to achieve the poverty reduction and development goals. This project was initially identified after the completion first MATT project in June 2002 when Government of Bangladesh requested DFID to prepare a similar but larger in size. It has formally commenced on 09th January 2006 and will end on 31st January 2013. Total cost of the project is (148,8395,000 FE +25,000,00 GOB)= Tk. 149,08,95,000 lakh amongst which £13,655,000 (Thirteen million six hundred and fifty five thousand pounds sterling).

9.5 Goal and Purpose

The goal of the project is to contribute the development of reformed civil service to promote pro-poor policy and effective and inclusive delivery. It is aimed at creating a critical mass of reform-minded civil servants enabled to develop and deliver the government policy through their own improved performance. The purpose will be achieved through a combination of appropriate training, support to reform of human resource management systems, and demand-generation activities aimed at generating gender-sensitive reform within the Bangladesh Civil Service (BCS) Administration Cadre and at civil society 'users'. More specifically, the objectives of the project are to:

- (i) develop a critical mass of competent, reform-minded, and gender-sensitive civil servants with improved performance and capacity to meet millennium development goals,

(ii) develop reformed human resource management systems within the Bangladesh Civil Service, including through the development of the Career Planning Wing,

(iii) strengthen civil service training capacity through the development of faculty and training staff at BPATC,

(iv) raise skills and confidence within the Administrative cadre to support public sector accountability and responsiveness to the needs and interests of poor people and

(v) raise public and internal civil service expectations about the capacity of the senior civil service, in order to generate demand for improved public sector performance.

9.6 MATT-2 Programme Structure

The MATT-2 project will comprise the following major components:

(i) In-country Training Course(Stage-1)

- | | | |
|----------------------------------|---|---|
| (a) Number of courses | : | 7 per year (minimum) |
| (b) Number of participants | : | 45 per course |
| (c) Duration of the course | : | 6 weeks (which include 3 weeks at BPATC 1 week field-study and 2 weeks Regional Exposure Visits in the neighboring countries. |
| (d) Total number of participants | : | $(7 \times 45) = 315$ per year (minimum) |
| (e) Grand total of participants | : | $(7 \times 45 \times 6) = 1890$ (minimum) during the project period. |

(ii) Overseas Training Course (Stage-2)

- | | | |
|----------------------------------|---|--|
| (a) Number of course | : | 4 per year |
| (b) Number of participants | : | 20 per course |
| (c) Duration of the course | : | 6 weeks |
| (d) Total number of participants | : | $(4 \times 20) = 80$ per year |
| (e) Grand total of participants | : | $(80 \times 6) = 480$ during project period. |

(iii) Programme Fellowship Awards

- (a) Number of fellowships : 5 per year
- (b) Number of participants : 5 per course
- (c) Total number of participants : (5 x 6 year)= 30 participants during project period

(IV) BPATC Faculty Training Programme : 6 Overseas Universities.

9.7 Selection of MATT-2 Participants

- (a) Additional Secretaries and Joint Secretaries-Upper age limit of 52.
- (b) Deputy Secretaries upper cut-off of age 50 with 20⁺ years service experience and
- (c) Senior Assistant Secretaries - 35 to 48 or with 10 years service experience.
- (d) At level 5 IELTS proficiency for MATT-2 Stage-1 (In-country Training Course) and 5.5 for Stage- 2 (Overseas Training Programme).
- (e) Supplementary English language training will be provided by the British Council.

9.8 Output

The quantitative outputs of the project are as follows:

- Total 1890 Senior and Mid-level Officers will be trained over 6 years at BPATC
- Work based Performance Improvement Project totaling 64 per year, which will reinforce training and provide additional learning-by-doing that contribute to wider reforms.
- 480 Senior and Mid-level Officers will participate Overseas Training Programme which will aim to develop key leadership competencies and policy analysis skill, and
- 30 Fellowship will be awarded to pursue Post Graduate Study Programme with a focus on Public Service and HRD.
- 18 Study tour, Internship and Scholarship.

Table-9.5 : No. of Participants Attended in Matt-2, stage-1 Programme

Sl. No.	Name of Batch	Course Period	Duration	Male Participants	Female Participants	Total Participants
Special						
1	Top Management Development Workshop for Additional Secretary	13/08/2006-24/08/2006	2 weeks	11	0	11
	Total	-	-	11	0	11
Regular						
1	In-country Top Management Development Workshop Batch-5	01/07/2007-09/08/2007	6 weeks	37	05	42
2	In-country Top Management Development Workshop Batch-6	20.08.07-04.10.07	6 weeks	32	11	43
3	In-country Top Management Development Workshop Batch-7	22.9.07-22.11.07	6 weeks	34	10	44
4	In-country Top Management Development Workshop Batch-8	13.01.2008-20.02.2008	6 weeks	38	06	44
5	In-country Top Management Development Workshop Batch-9	2.03.2008-10.04.2008	6 weeks	37	05	42
6	In-country Top Management Development Workshop Batch-10	27.04.2008-05.06.2008	6 weeks	33	12	45
7	In-country Top Management Development Workshop Batch-11	15.06.2008-24.07.2008	6 weeks	37	08	45
	Total	-	-	248	57	305



Ms. Nobuko Suzuki Kayashima is present as the Chief Guest in the closing ceremony of the 2nd Course on Improving Public services through TQM. Mr. Abu Md. Maniruzzaman Khan, Rector of the Centre chairs the ceremony.



Rector of the Centre, Mr. Abu Md. Maniruzzaman Khan addresses the participants of Batch-8, MATT-2 Project in an in-country Top Management Development Workshop.