

ANNUAL REPORT
2010-2011

BPATC

annual report 2010-2011



Bangladesh Public Administration Training Centre
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Annual Report 2010-2011

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Partial views of BPATC



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mission

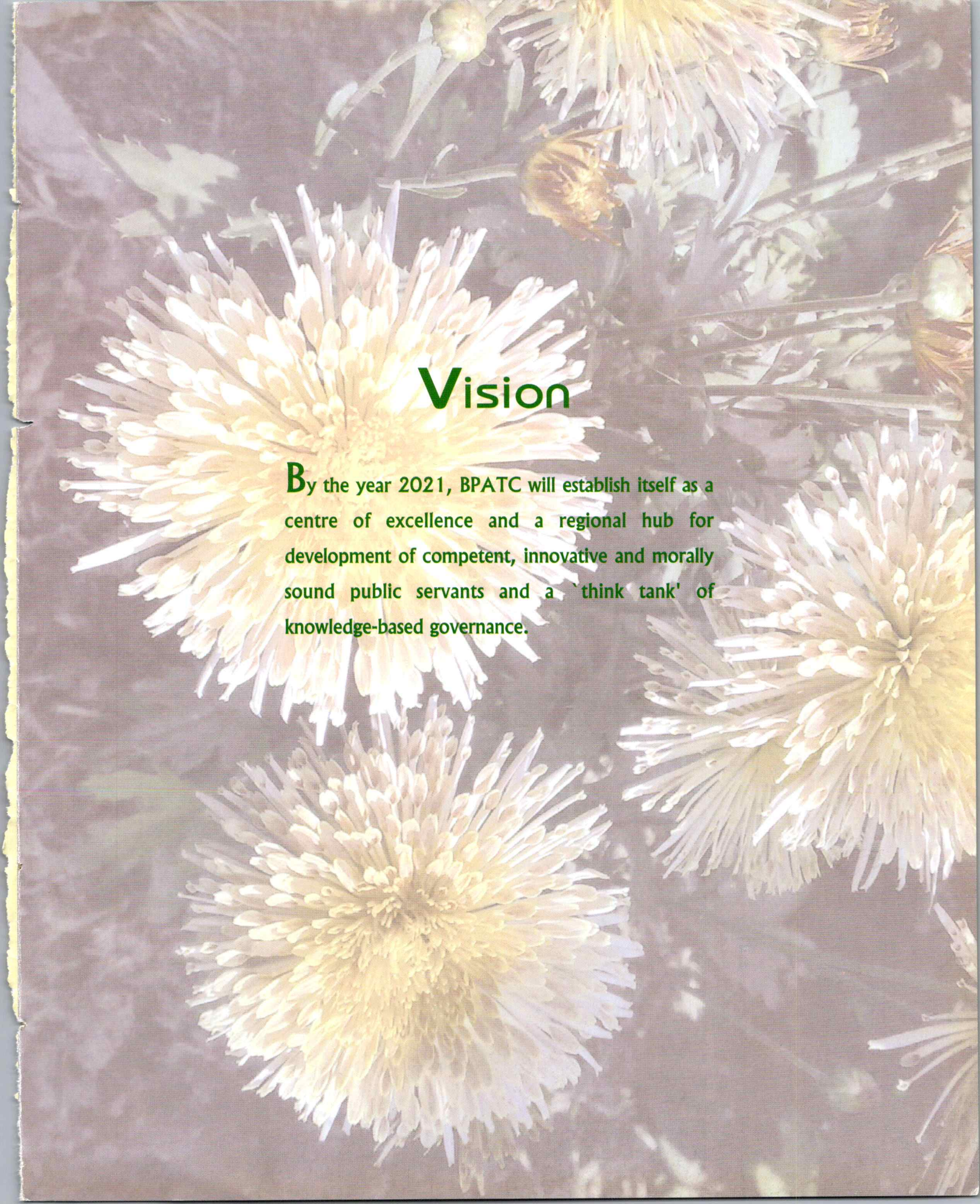
Develop human resources with competence and strong moral values through state-of-the-art training;

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.

The background of the entire page is a close-up photograph of several yellow chrysanthemum flowers. The flowers are in various stages of bloom, with some showing vibrant yellow centers and others appearing more faded or in shadow. The petals are numerous and fine, creating a dense, textured appearance. The lighting is soft, highlighting the delicate structure of the blooms.

Vision

By the year 2021, 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.





Minister
Ministry of Finance
Government of the People's Republic of Bangladesh



Message from the BoG Chairperson

I am glad to learn that BPATC is publishing its annual report for 2010-11.

BPATC is primarily a training institution. But it is also involved in research. And innovation these days is a very important element of training activities. The annual report will actually be a report on performance of the institution.

Under the provision of the Right to Information Act, 2009, it has now become a legal obligation for an organization to regularly publish all relevant information on its performance in the form of annual report. Publication of an annual report ensures transparency and holds the organization accountable to its stakeholders and informs the citizens of its performance. I appreciate this praiseworthy initiative wholeheartedly.

I would like to express my thanks to the Board of Governors, faculty members and other employees of BPATC, guest resource persons, participants of various courses and well wishers for their abiding support for BPATC since its inception. I also express my gratitude to the Rector and the Research and Consultancy Division of BPATC for publishing this report.

I wish BPATC and its varied stakeholders a grand success in future.

Abul Maal A. Muhith
Chairperson
Board of Governors
Bangladesh Public Administration Training Centre



Message from the Rector

The quality of public administration mostly determines a government's success. The quality of the public administration, on the other hand, mostly depends on the morale and efficiency of the civil servants. To sharpen the level of efficiency and to strengthen the morale of the civil servants, Bangladesh Public Administration Training Centre (BPATC) provides need-based training to the civil servants, as well as officials of different government, semi-government, autonomous and private institutions.

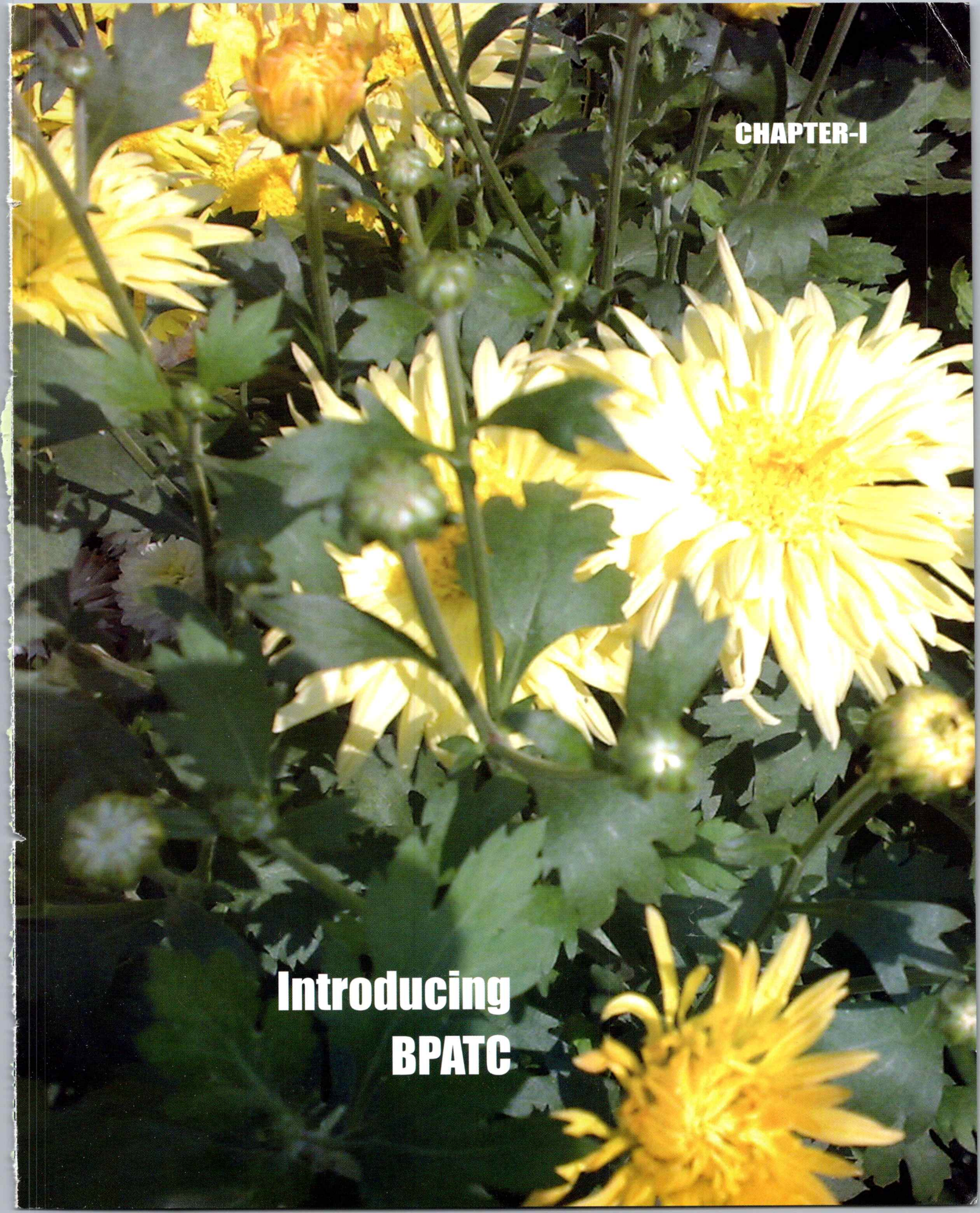
In a rapidly changing and highly globalised world, Civil Servants must update themselves with the latest knowledge on the contemporary issues on Public Administration, Policy Analysis and Economic Diplomacy. The main objective of the training programs of BPATC is to provide professional knowledge, broader vision, appropriate management skills and positive attitude for problem solving to enable a civil servant to face the emerging challenges of the country. Besides, the Centre also organizes national and international workshops and seminars and conducts research works in the field of public administration, training and development, management and development economics. Recently, the Centre has also started organizing a special training course on Information Technology and E-Governance in collaboration with Australian National University (ANU) with an aim to familiarize the government officials with the information superhighway and to enhance their skills in applying the information technology in decision making for the betterment of the mass people. This annual report is prepared on the basis of the BPATC Ordinance 16 (1), and it illustrates the implementation of different programmes and activities of the Centre during the Financial Year 2010-2011.

The faculty members of BPATC provided their priceless effort and labor to implement every activity of the Centre smoothly and effectively. I express my sincere thanks to all of the faculty members for their demonstrated team-spirit and sincere efforts. I also extend my sincere thanks and gratitude to the members of the Editorial Board and other faculty members for their hard work for publishing this annual report. We cordially invite opinions and suggestions from our valued readers and clients for further improvement of the report in future.

A. Z. M. Shafiqul Alam 13/06/11

A. Z. M. Shafiqul Alam
Rector





CHAPTER-I

**Introducing
BPATC**



... aiming towards the vision

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 erstwhile institutions viz., NIPA, COTA, BASC and STI. BPATC is located at a distance of 28 kilometers from the capital city Dhaka and near Jahangirnagar University and Dhaka-Aricha highway. Under the Ordinance of 1984 the government issued a Notification (No. SRO-1051-L/84 MR(II)/PATC-8/83 part-I) on 18 April 1984 which was enacted on 28 April 1984 to begin its activities.

1.2 Functions of BPATC

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

- a. To conduct training for senior executive officials 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 Officials of Bangladesh;
- d. To conduct research/case study on public administration and development;
- e. To publish books, journals and reports relating to administration and development;
- f. To establish and maintain libraries and reading rooms;
- 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 responsibility of overall administering and providing guidelines to the Centre rests on the Board of Governors. As per Paragraph 5 (1) of the Ordinance, the formation of a 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 Public Administration | - 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, Bangladesh Federation of Chambers of Commerce and Industry (FBCCI). | - 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 for the financial year 2010-2011 formed according to Paragraph 5(2) of BPATC ordinance is given below :

- (1) Mr. Abul Maal A. Muhith
Honourable Minister, Ministry of Finance
and
Chairman, Board of Governors, BPATC
(Form 25 March 2009 till date)

- (2) Mr. M. Abdul Aziz ndc
Cabinet Secretary, Cabinet Division
Government of the People's Republic of Bangladesh
and
Member, Board of Governors, BPATC

- (3) Mr. Md. Delwar Hossain (up to 20 February 2011)
Rector, Bangladesh Public Administration Training Centre, Savar,
Dhaka and
Member, Board of Governors, BPATC

Mr. AZM Shafiqul Alam (From 29 March 2011)
Rector, Bangladesh Public Administration Training Centre, Savar,
Dhaka and
Member, Board of Governors, BPATC

- (4) Mr. Iqbal Mahmood
Senior Secretary, Ministry of Public Administration
Government of the People's Republic of Bangladesh
and
Member, Board of Governors, BPATC

- (5) Dr. Mohammad Tareque
Senior Secretary, Ministry of Finance
Government of the People's Republic of Bangladesh
and
Member, Board of Governors, BPATC
- (6) Syed Ataur Rahman
Secretary, Ministry of Education
Government of the People's Republic of Bangladesh
and
Member, Board of Governors, BPATC
(From 21 January 2009 till date)
- (7) Major General Mohammad Shamim Chowdury NWC, psc
Commandant, Defence Services Command and Staff College
Mirpur Cantonment, Dhaka
and
Member, Board of Governors, BPATC
- (8) Mr. A.K. Azad
President, The Federation of Bangladesh Chamber of Commerce &
Industry and
Member, Board of Governors, BPATC
- (9) Professor Dr. Sharif Enamul Kabir
Vice Chancellor, Jahangirnagar University and
Member, Board of Governors, BPATC

1.3.3 One meeting of Board of Governors (56th) took place in the financial year 2010-2011 on 8th August 2010. The important decisions relating to training and other administrative activities taken in the 56th BOG meetings are as follows :

1.3.4 Decisions of the 56th BOG Meeting

Decision 2.2.3

According to the note no. 6.5.2 of the 55th BOG meeting a draft policy on Final Passing out Examination would be prepared and placed in next BOG meeting. The evaluation department of BPATC has to be strengthened more.

Decision 2.2.4

According to the note no. 6.5.3 of the 55th BOG meeting the draft KPI has to be made more measurable, specific and clear reflecting the vision and mission of BPATC and placed in the next BOG meeting.

Decision 2.2.5

According to the note no. 11.3 of the 55th BOG meeting the participants of the SSC and ACAD should be given online assignments, which have to be monitored regularly. A list of activities for digitizing the BPATC Library has to be made by the 30th of September 2010. Activities should be taken on priority basis to make electronic access to books and journals.

Decision 2.2.6

According to the note no. 14.3 of the 55th BOG meeting Individual Action Plan (IAP), like MATT-2, has to be developed by the participants of SSC and ACAD and implemented in their respective workplace. BPATC authority shall submit a report on the applicability of the IAP upon monitoring them.

Decision 2.2.7

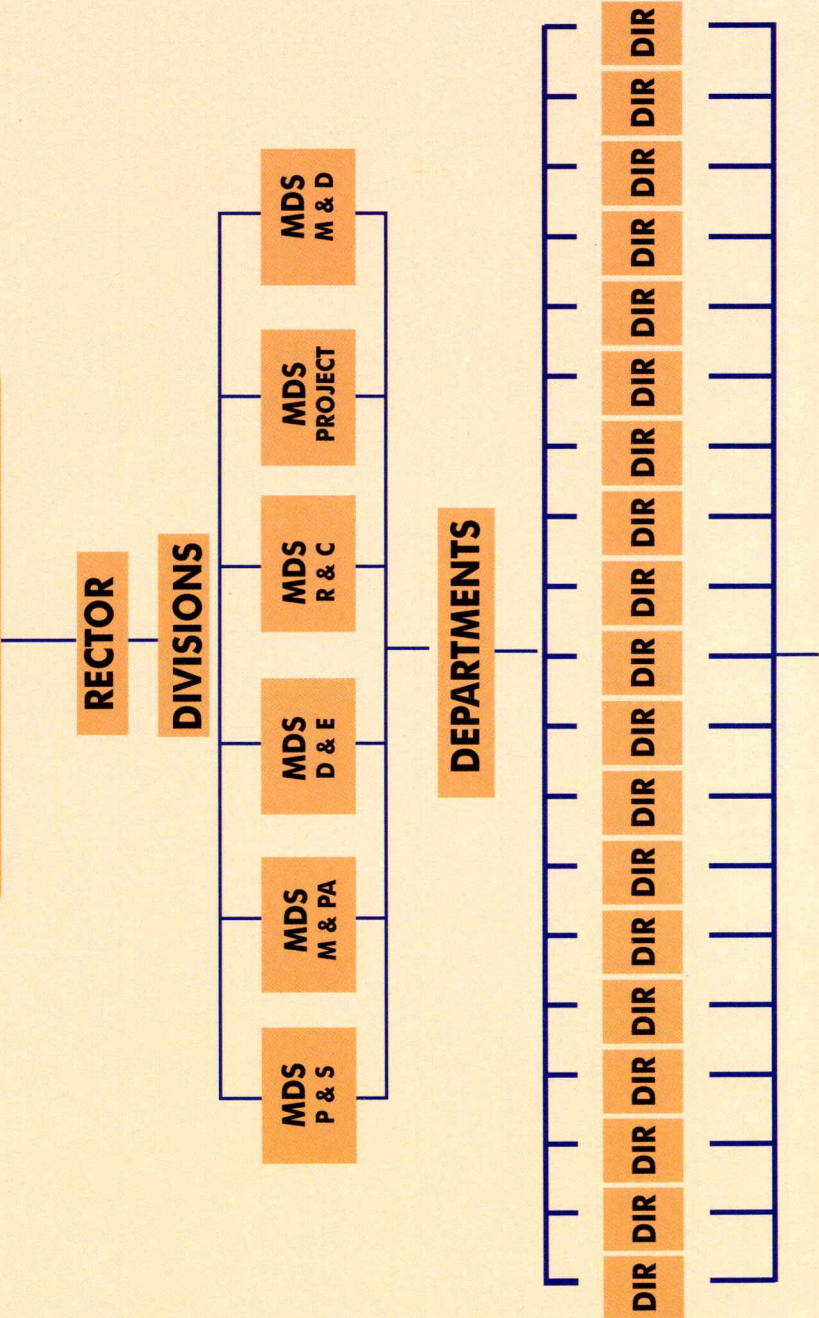
BPATC shall take necessary steps to make the BPATC School and College a model for imitation in the whole country.

1.4 Organogram of the Centre

1.4.1 The Rector, the Chief Executive of the Centre with the guidance of the Board of Governors, runs the organization. The Rector is a Secretary to the Government or of equivalent rank. At present the overall activities of the Centre are divided into six Divisions viz. (i) Management and Public Administration (M&PA), (ii) Programme and Studies (P&S), (iii) Development and Economics (D&E), (iv) Research and Consultancy (R&C), (v) Project, (vi) Regional Centres (RC). An organogram of the Centre is shown at page no... .

1.4.2 Each of the Divisions is directed by a Member, Directing Staff. 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 RPATCs are controlled by the main Centre at Savar. A Regional Public Administration Training Centre is headed by a Deputy Director. There are two Assistant Directors to assist him/her. Among other officers a Junior Instructor, a Technical Supervisor and some other employees are appointed there. The main functions of RPATCs 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 even to the class-I officers of Government and non-Government Organizations.

ORGANOGRAM OF BPATC



1.5 Personnel/Manpower of BPATC and RPATCs

The number of officers and employees of the Centre is 650 under revenue budget. Among those, 559 posts are permanent and 90 are temporary posts on retention basis under revenue budget. Of the permanent posts 455 are for BPATC, Savar and 104 posts are for RPATCs. Among 90 temporary posts 78 are for BPATC and 12 are for RPATCs. It is necessary to mention that there are total 112 posts in four RPATCs each having 25 posts. The existing staff position with the number of vacancies in financial year 2010-2011 is given in the Table 1.1

Table 1.1: Sanctioned Manpower and Vacant Posts under Revenue Budget in FY 2010-2011

Level of Workforce	No. of Sanctioned Posts	Workforce up to 30 June 2010	Vacant Posts up to 30 June 2010
Class -I	120	86	34
Class-II	24	21	03
Class-III	239	189	50
Class-IV	267	236	31
Total	650	532	118

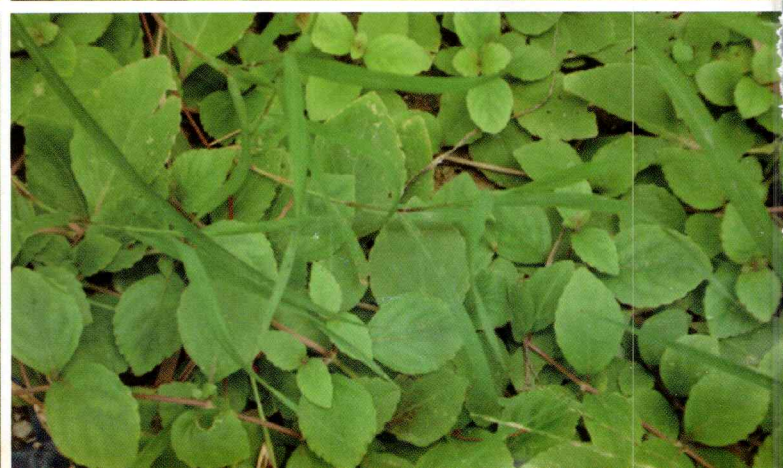
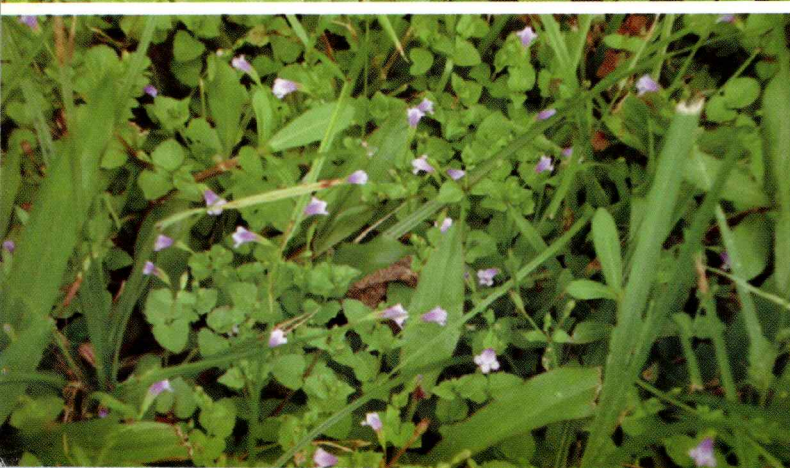
Table 1.2: Number of Officers and Staff who Joined and Left the Centre in FY 2010-2011

Level of Staff	Employees Joined the Centre	Employees Left the Centre
Class - I	25	26
Class -II	x	X
Class -III	21	03
Class -IV	13	06





BPATC, similar to its diversity in training,
is gifted with the glamour of green



CHAPTER-II

Training Activities and Faculty Development



2.1 Introduction

Training and faculty development activities of BPATC and the Regional Public Administration Training Centres (RPATCs) are managed by the Programme and Studies Division. This chapter gives information about the training and faculty development activities of BPATC and the RPATCs.



2.2 Categories of Training

BPATC arranges different training courses, seminars and workshops. Other than the scheduled ones, it arranges training programmes on request of different organizations. It also provides consultancy services to different organizations in conducting training courses, seminars and workshops. The courses conducted by BPATC can be categorized into four, viz;

- A) Core Courses;
- B) Short Specialized Courses;
- C) Refresher Courses; and
- D) Other Courses.

2.2.1 Core Courses

The Centre arranges more than one batch of each of the following core courses in every calendar year:

- 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.

2.2.2 Short Specialized Courses

Short specialized courses are conducted for developing efficiency of different level officials in specific fields.

2.2.3 Refresher Courses

The brochure is improved in the light of the knowledge attained from refresher's courses as well as from field level.

2.2.4 Other Courses

The other courses are arranged on special request.

2.3 Training Activities

The training activities of the Centre in the Training Year 2010-2011 have been compiled in the following tables and charts. Moreover, comparative statements of training course and seminar/workshops from 1984 to 30 June of 2011 have been accomplished in Tables 2.10 and 2.11.



Table 2.1: Senior Staff Course (SSC)

Sl. No	Number of the Batches	Number of the Batches	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1	53 rd SSC	25.07.2010 - 07.09.2010	25	26	104	39
2	54 th SSC	05.12.2010- 18.01.2011	25	19	76	28.50
3	55 th SSC	13.03.2011- 26.04.2011	25	28	112	42
Total			75	73	97.33	109.50

Chart 2.1: Senior Staff Course (SSC) Held in the Training Year 2010-2011

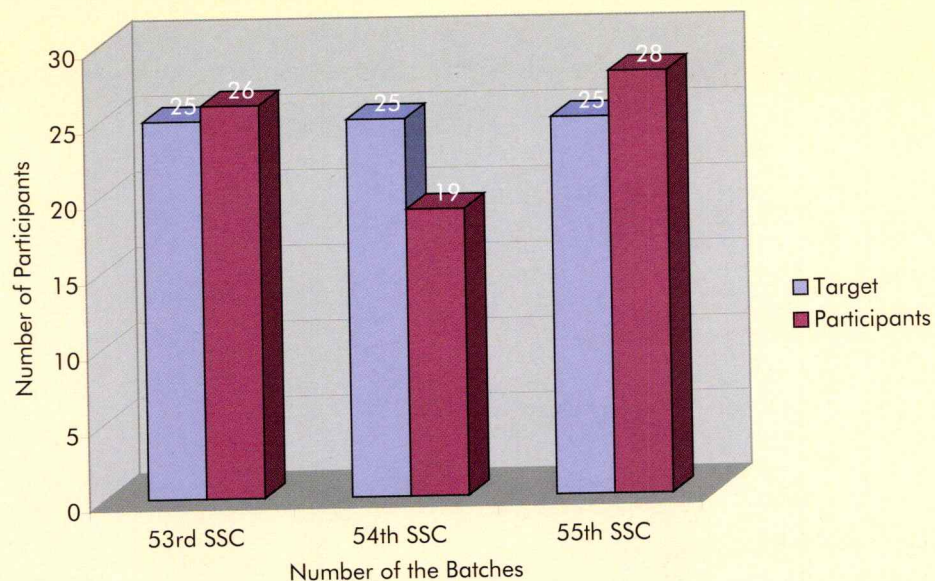


Table 2.2: Advanced Course on Administration and Development (ACAD)

Sl. No	Number of the Batches	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1	72 nd ACAD	04.07.2010-17.08.2010	25	32	128	48
2	73 rd ACAD	25.07.2010-07.09.2010	25	25	100	37.50
3	74 th ACAD	10.10.2010-23.11.2010	25	30	120	45
4	75 th ACAD	05.12.2010-18.01.2011	25	22	88	33
5	76 th ACAD	19.12.2010-01.02.2011	25	29	116	43.50
6	77 th ACAD	03.05.2011-16.06.2011	25	29	116	43.50
		Total	150	167	111.30	250.50

Chart 2.2: Advanced Course on Administration and Development (ACAD) Held in the Training Year 2010-2011

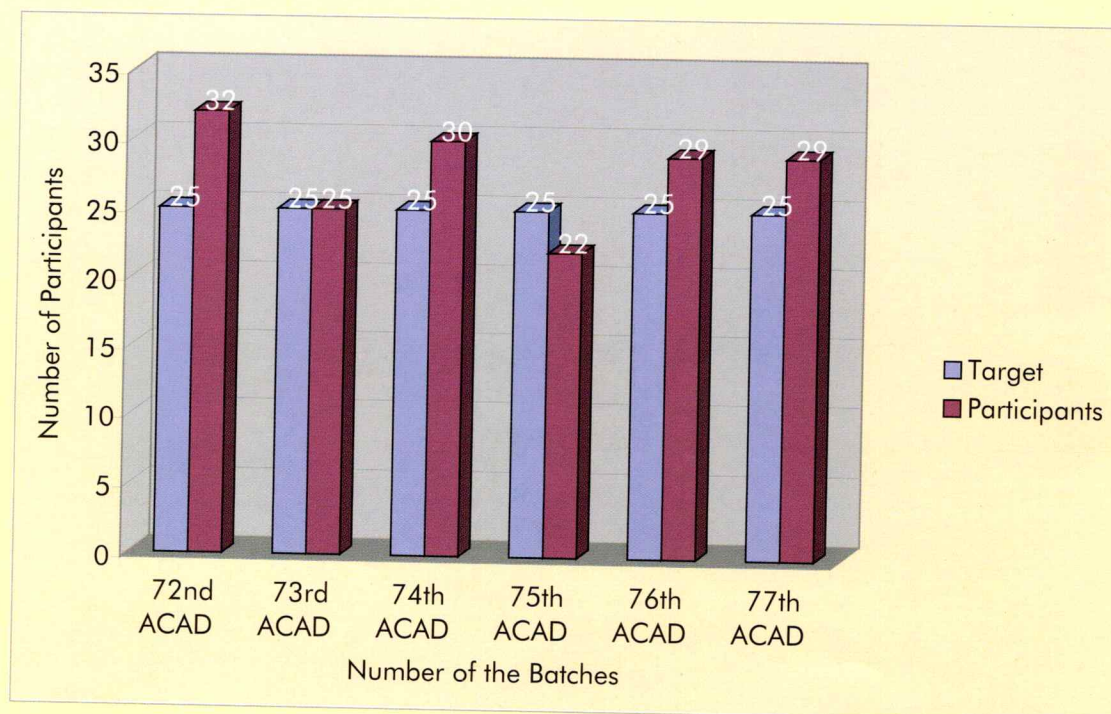


Table 2.3: Foundation Training Course (FTC)

Sl. No	Number of the Batches	Number of the Batches	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1	46 th FTC	30.05.2010-26.09.2010	250	252	100.8	1008
2	47 th FTC	24.10.2010-20.02.2011	250	247	98.8	988
3	48 th FTC	13.03.2011-10.07.2011	250	235	94	940
Total			750	734	98	2936

Chart 2.3: Foundation Training Course (FTC) Held in the Training Year 2010-2011

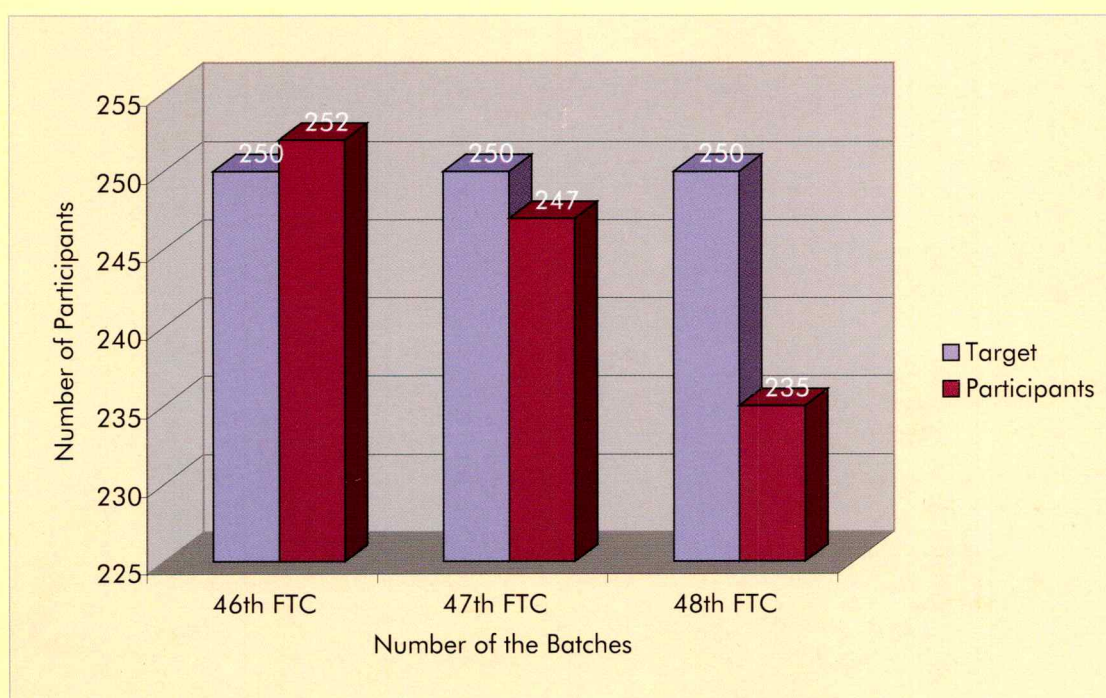


Table 2.4: Special Courses held in the Training Year 2010-2011(Up to 30 June 2011)

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1.	1 st Special Foundation Training Course (SFTC) for 40+ Aged Officers	19.09.2010-02.11.2010	45	40	89	60
2.	7 th Half day Lunch/Dinner Time Training Course	26.12.2010	25	15	60	0.25
3.	2 nd Special Foundation Training Course (SFTC) for 40+ Aged Officers	02.01.2011-15.02.2011	45	38	84	57
4.	3 rd Special Foundation Training Course (SFTC) for 40+ Aged Officers	17.04.2011-31.05.2011	45	40	89	60
5.	2 nd Efficiency Enhancement Course	19.09.2010-18.10.2010	25	26	104	26
6.	3 rd Efficiency Enhancement Course	02.05.2011-31.05.2011	25	15	60	15
7.	8 th Half day Lunch/Dinner Time Training Course	27.06.2011	25	18	192	0.30
Total			235	192	82	218.55

Table 2.5: Short Courses held in the Training Year 2010-2011(Up to 30 June 2011)

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1	31 st Training of Trainers Course (TOT)	13.07.2010-27.7.2010	25	16	64	8
2	10 th Project Management Course	25.07.2010-08.08.2010	25	17	68	8.50
3	11 th Project Management Course	14.02.2011-28.02.2011	25	12	48	6
4	26 th Financial Management Course	01.11.2010-15.11.2010	25	17	68	8.50
5	27 th Financial Management Course	02.03.2011-16.03.2011	25	12	48	6
6	11 th Human Resource Planning Course	19.12.2010-23.12.2010	25	17	68	2.83
7	12 th Environmental Management & Sustainable Development Course	06.02.2011-20.02.2011		18	72	9
8	20 th Foundation Refresher Course	03.10.2010-07.10.2010	160	173	109	692
9	21 st Foundation Refresher Course	06.03.2011-10.03.2011	160	153	96	25.50
10	8 th Course on Communicative English	19.12.2010-02.01.2011	25	17	68	8.50

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
11	6 th Course on Information Technology & E - Governance	07.02.2011-06.03.2011	25	16	64	14.93
12	8 th Course on Improving Public Services Through TQM	23.01.2011-03.02. 2011	25	11	44	3.66
13.	7 th Course on Information Technology & e- Governance	01.06.2011-28 .06. 2011	25	19	76	17.73
14.	9 th Course on Communicative English	19.06.2011-03.07.2011	25	17	72	9
Total			620	515	83	820.15

Table 2.6: Collaborative Courses held in the Training Year 2010-2011

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1.	5 th Special Foundation Training Course for Election Commission Officials	05.07.2010-02.09.2010	35	35	100	70
2.	6 th Special Foundation Training Course for Election Commission Officials	25.04.2011-23.07.2011	35	31	89	62

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
3.	7 th Special Foundation Training Course for Election Commission Officials	07.08.2011-05.10.2011	35	33	94	66
4.	e-Government Management (Preliminary) Programme Jointly organized by BPATC & The National University of Australia	13.03.2011-21.03.2011	18	18	100	5.40
Total			123	117	95.12	203.40

Table 2.7: Courses for Enhancing Capacity of Public Services Training in Bangladesh

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1.	2 nd Upazila Course on Total Quality Management (TQM)	19.08.2011	22	22	100	0.73
2.	3 rd Upazila Refresher Course on Total Quality Management (TQM)	30.09.2011	23	23	100	0.76
3.	Special TOT Course on TQM	10.10.2010-24.10.2010	18	18	100	9.00

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
4	4 th Upazila Course on Total Quality Management (TQM)	14.10.2010	23	23	100	0.76
5.	5 th Upazila Course on Total Quality Management (TQM)	01.11.2010 04.11.2010	22	22	100	2.93
6.	6 th Upazila Course on Total Quality Management (TQM)	28.02.2011 03.03.2011	26	26	100	3.46
7.	5 th Upazila Refresher Course on Total Quality Management (TQM)	27.03.2011	21	21	100	0.70
Total			155	155	100	18.34

Table 2.8: Seminars/Workshops/Convention held in the Training Year 2010-2011(Up to 30 June 2011)

Sl. No.	Name of Course	Date	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1.	TQM Convention	13.07.2010	45	45	100	1.50
	Seminars Held:					
2.	Evaluation of Research Proposals	28.09.2010	42	42	100	1.40
3.	Digitization of Land Management, Land Records, Transfer, Registration and ownership/Mutation	06.12.2010	45	45		1.50
4.	Development Needs Assessment (DNA)	27.06.2011	44	44	100	1.46
	Total		131	131	100	4.36

Sl. No.	Name of Course	Date	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
	Workshops Held:					
5.	Identification of Key Performance Indicators (KPI) for BPATC	24.02.2011	36	36	100	1.20
6.	Final Passing out examination of Foundation Training Courses	06.03.2011	35	35	100	1.16
		Total	71	71	100	2.36
		Grand Total	202	202	100	6.72

Table 2.9: Seminar for Enhancing Capacity of Public Services Training in Bangladesh

Sl. No.	Name of Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1	District Motivational Seminar at Cox's Bazar	27.02.2011	26	26	100	0.86
	Total		26	26	100	0.86



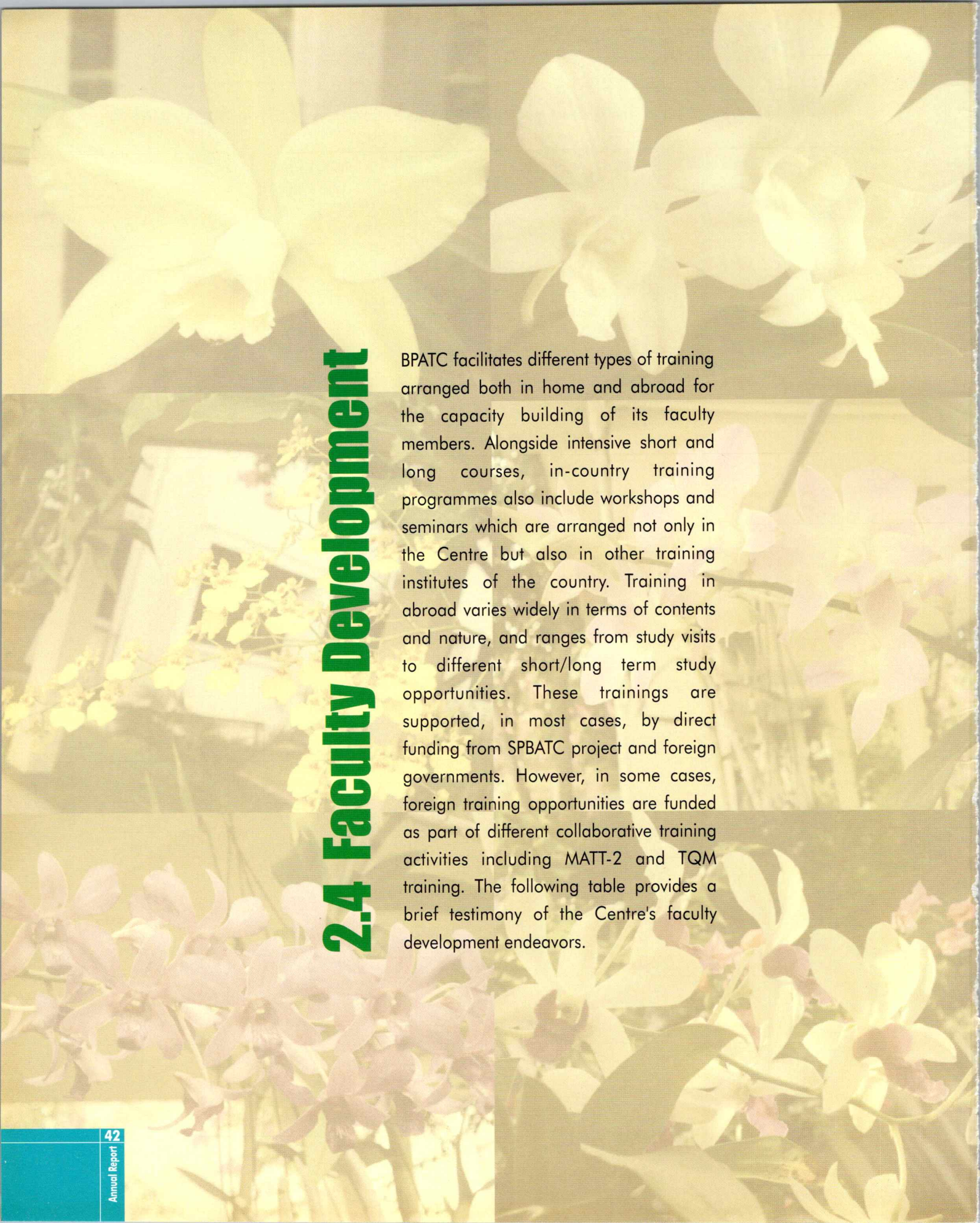
... offering wreath of flowers at the foot of National Mausoleum

Table 2.10: Comparative Statement of Training Activities (1984-85 to 2010-2011)

Year	No. of Course	Targeted no. of Participant	Actual no. of Participant	Achievement (in %)	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	93.78	2880.00
2007-2008	25	1120	1129	100.80	2297.90
2008-2009	24	1319	2169	164.44	2147.45
2009-2010	51	1799	1602	89.05	2990.54
2010-2011	44	1953	1798	92	4556.44
Total	664	31778	29218	92	59222.84

Table 2.11: Comparative Statement of Seminars/Workshops (1984-85 to 2010-2011)

Year	Target of Seminar/ Workshop	Seminar/ Workshop held	Targeted no. of Participant	Actual no. of Participant	Achievement (in %)
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
2008-2009	24	21	1118	1019	91.14
2009-2010	18	22	1003	970	101.82
2010-2011	14	14	543	525	100.00
Total	206	195	8372	9525	114.00



2.4 Faculty Development

BPATC facilitates different types of training arranged both in home and abroad for the capacity building of its faculty members. Alongside intensive short and long courses, in-country training programmes also include workshops and seminars which are arranged not only in the Centre but also in other training institutes of the country. Training in abroad varies widely in terms of contents and nature, and ranges from study visits to different short/long term study opportunities. These trainings are supported, in most cases, by direct funding from SPBATC project and foreign governments. However, in some cases, foreign training opportunities are funded as part of different collaborative training activities including MATT-2 and TQM training. The following table provides a brief testimony of the Centre's faculty development endeavors.

Table 2.12: In-country Training/Seminar/Workshop

SL No.	Name of the Training/ Seminar/Workshop	Duration	Number of participants
1.	TQM-TOT Course	10-09-2011 to 24-09-2011	20
2.	Seminar on "Digitization of Land Management, Land Record, Transfer, Registration and Ownership/Mutation	06-12-2010	30
3.	Sports Medical Science	03-12-2010 to 09-12-2011	02
4.	Facilitator Workshop	13-12-2010	02
5.	Training Workshop on Application of Greenstone Digital Library Software for Building Digital Library	27-12-2010 to 30-12-2010	02
6.	MATT-2 Facilitator Workshop	13-12-2010	16
7.	1st Consultative Workshop on Harmonization of Training Courses across Disaster Management Stakeholders	19-12-2010	01
8.	Current State of DDA negotiations and Bangladesh	18-01-2011	01
9.	Final Passing out Examination	06-03-2011	26
10.	e-Government Management Programme	13-03-2011 to 23-03-2011	18
11.	Workshop on Kaizen-Total Quality Management	16-03-2011	05
12.	Seminar on Research Proposal Presentation under Financial Year 2011-2012	04-05-2011	40
13.	5th Strategic Development and Planning Workshop for Secretaries	11-05-2011 to 12-05-2011	03
14.	Training Programme on DSpace	04-06-2011	01
15.	JAICA Net Seminar	01-06-2011 to 08-06-2011	06
16.	Workshop on Development Need Assessment	27-06-2011	50
17.	Workshop on Total Quality Management	19-06-2011 to 20-06-2011	01

SL No.	Purpose of Visit	Duration	Number of participants	Country
22.	Study Tour 55th SSC	15-06-2011 to 24-06-2011	04	China
23.	Trainers Training of Sustenance and Growth of Self Help Group	01-02-2011 to 24-03-2011	01	India
24.	Study Tour of MATT-2	23-01-2011 to 05-02-2011	03	Thailand
25.	Conflict Management Course	23-05-2011 to 19-06-2011	01	Thailand



... offering wreath of flowers at the foot of National Mausoleum

2.5 Training Activities of RPATCs

BPATC has four regional centres located in four divisional headquarters of the country. The training programmes held in these Regional Public Administration Training Centres (RPATCs) are shown in the following table:

Table 2.14: Training Programmes of the RPATCs Held in the Training Year 2010-2011

Sl	Name of the Courses	Duration	No. of Courses	Courses Conducted	Target of participants	Achievement				Total
						Dhaka	Chittagong	Rajshahi	Khulna	
	2	3	4	5	6	7	8	9	10	11
1.	Workshop on Women and Child Rights for Class-I Officer	2 days	1 X 4=4	3	35X4=140	28	X	65	35	128
2.	Computer Application and English Language Course for Class-II Officer	19 days	1 X 4 = 4	4	25X4 = 100	28	21	51	14	114
3.	Basic Office Management Course for Class-III Employee	26 days	3 X 4=12	12	35X12=420	51+49+ 51=151	39+22+ 41= 102	59+35+ 35= 192	35+27+ 29= 91	536
4.	Workshop on Land Management (for AC Lands /Assistant Commissioners), for Class-I Officer	2 days	1 X 4=4	3	35X4=140	28	16	X	33	77
5.	Modern Office Management Course for Class-I Officer	5 days	2 X 4=8	7	35X8=280	30+28 = 58	33	21+26 = 47	28+17 = 45	183

Sl	Name of the Courses	Duration	No. of Courses	Courses Conducted	Target of participants	Achievement				Total
						Dhaka	Chittagong	Rajshahi	Khulna	
	2	3	4	5	6	7	8	9	10	11
6.	Staff Development Course for Class-IV Employee	5 days	3 X 4=12	12	40X12=480	57+55+44=156	34+44+29=80	36+23+47=106	51+39+48=138	480
7.	Computer Application and English Language Course for Class-I Officer	19 days	2 X 4=8	7	35X8=280	27+37=64	10+14=24	25+21=46	22	156
8.	Modern Office & Financial Management Course for Class-II Employee	12 days	1 X 4=4	4	25X4=100	31	37	30	16	114
9.	Conduct & Discipline Course for Class-II Officer	12 days	1 X 4=4	4	25X4=100	27	36	21	28	112
10.	Computer Literacy and English Language Course for Class-III Employee	19 days	4 X 4=16	16	35X16=560	51+51+53+44=199	43+51+76+26=196	44+54+38+48=184	43+36+26+22=127	706
11.	Conduct & Discipline Course for Class-I Officer	12 days	1 X 4=4	3	25X4=100	18	X	17	15	50
12.	Conduct & Discipline Course for Class-III Employee	12 days	1 X 4=4	4	35X4=140	46	58	31	45	180

Sl	Name of the Courses	Duration	No. of Courses	Courses Conducted	Target of participants	Achievement				Total
						Dhaka	Chittagong	Rajshahi	Khulna	
	2	3	4	5	6	7	8	9	10	11
13.	Workshop on Upazila Management and development (for UNOs), Class-I Officer	2 days	1 X 4=4	2	30X4=120	20	X	X	30	50
14.	Financial Management Course for Class-I Officer	10 days	1 X 4=4	4	30X4=120	37	38	17	13	105
15.	Land Management Course for Class-III Employee	12 days	1 X 4=4	4	35X4=140	40	52	63	37	192
16.	Seminar on Medium Term Budgetary Framework (MTBF), for Class-I Officer	1 day	1 X 4=4	3	35X4=140	38	59	X	26	123
17.	Computer Literacy Course for SSC Passed Class IV Employees	5 days	1 X 4=4	4	40X4=160	48	91	67	42	248
18.	Training Course on Right to Information (RTI), for Class-I Officer	5 days	1 X 4=4	3	35X4=140	28	52	27	X	107

Sl	Name of the Courses	Duration	No. of Courses	Courses Conducted	Target of participants	Achievement				Total
						Dhaka	Chittagong	Rajshahi	Khulna	
	2	3	4	5	6	7	8	9	10	11
19.	Environment Development & Disaster Management Course for Class-I & II Officers	5 days	1 X 4 = 4	4	35X4 = 140	31	67	25	19	142
20.	Seminar on Poverty Alleviation for Class-1 Officer	02 days	1 X 4 = 4	3	35X3 = 105	28	35	X	23	86
	Total =			106	3905	1104	997	989	799	3889

Target = 3905
 Achievement = 3889
 Percent of the Achievement = 99.59%

CHAPTER-III

TRAINING EVALUATION



3.1 Introduction

Evaluation of a training course is necessary to measure its effectiveness to improve the quality. The literature of training evaluation suggests four levels of evaluation - reaction level, learning level, job behaviour level and functional level. In accordance with the evaluation policy of the Centre, the Evaluation Department follows the first two levels regarding evaluation of its training courses. The courses are broadly classified into two major groups-(1) Core Courses and (2) Short Courses. For both the groups the Centre follows some basic and common mechanisms. In one hand, participants are evaluated on the basis of their performance, and on the other hand they evaluate the training system, course management, external and internal speakers along with facilities and services provided by the Centre. Participants are provided with structured formats for this sort of evaluation. In the subsequent sections, this chapter will give a brief look at the evaluation system of the Centre.

3.2 Evaluation System Of The Core Courses

Core courses usually range from 45-120 days and are linked to career development focusing on the development of conceptual issues and practical knowledge. In the Foundation Training Course mid-term and course-end evaluations are done and in the other two core courses only course-end evaluation is done. Besides written evaluation, open-ended oral evaluation is done in all the courses.

3.3.1 Evaluation System of Foundation Training Course

Foundation Training Course (FTC) is the basic training course on administration and development. As per Bangladesh Civil Service Recruitment Rules, 1981 Foundation Training Course is compulsory for all new entrants to the Bangladesh Civil Service. Participants are evaluated on 1500 marks in total. Allocation of marks has been redistributed among the modules and provision of Comprehensive Examination has come into force. Marks distribution of the course is shown in the following table:

Table 3.1: Marks Distribution of Foundation Training Course

Sl. No.	Subject of Evaluation	Allotted Marks
1.	Written Test	550
2.	Syndicate/Group work/Assignment/Report Writing	450
3.	Exploration Visit and Field Visit (Field Visit – 20, Report Writing -50, Presentation-30)	100
4.	Book Review and Oral Presentation	50
5.	Term Paper on Bangladesh Issues	50
6.	BARD/RDA/BRDTI Evaluation	50
7.	Class Attendance	50
8.	PT and Games (Written Test – 25, Attendance-10, Participation in Games-05, Jogging and Marathon (Fitness) -05, Dress-05)	50
9.	Evaluation by the Course Management	50
10.	Comprehensive Examination	100
	Total	1500

The participants are graded on the basis of their performance. A report on their performance is forwarded to the concerned Ministries/Divisions/Organizations for retention in the officers' dossier. Assessments are based on the quantitative scale shown below:

Percentage of Marks	Grading
90 and above	AA (Outstanding)
80 – 89	A + (Very good)
70 – 79	A (Good)
60 - 69	B + (Above Average)
50 - 59	B (Average)
< 50	Failed

3.3.2 Evaluation System of ACAD

The Advanced Course on Administration and Development (ACAD) is designed for the mid-level officers of the rank of Deputy Secretary to the government and their equivalents nominated from different public enterprises and sector corporations. The participants are evaluated out of 1300 marks. Marks distribution of the course is shown in the following table:

Table 3.2: Marks Distribution of ACAD

Sl. No.	Subject of Evaluation	Allotted Marks
1.	Poverty Reduction: Issues & Strategies	100
2.	Gender & Development	100
3.	Environmental Management	100
4.	Public Administration	100
5.	Ethical Issues	100
6.	Development Economics & Globalisation	100
7.	Project Management	100
8.	English Language Skill (ELS)	100
9.	ICT	100
10.	Individual Action Plan	50
11.	Study Tour (In-country)	50
12.	Physical Conditioning & Games	100
13.	Evaluation by Course Administration	100
14.	Marks given by Course Management:	
	i) Class Attendance	25
	ii) Manners Etiquettes	25
	iii) Overall Conduct and Discipline	25
	v) Class Performance	25
	Total	1300

Participants are graded on the basis of their performance. A report on their performance is forwarded to the concerned Ministries/Divisions/Organizations for retention in the officers' dossier. The grading system discussed earlier is applicable to the ACAD participants as well.

3.3.3 Evaluation System of Senior Staff Course (SSC)

The Senior Staff Course (SSC) is designed and organized for the senior officers of the rank of Joint Secretaries to the government and their equivalents drawn from public enterprises and sector corporations. All participants are graded on the basis of their performance. An individual report for each participant is prepared and sent to the concerned administrative ministries/divisions for preservation in their dossiers following the same grading system as mentioned earlier. There are written examinations, assignments, syndicate, workshop, case studies, report writing and exercises in different modules as indicated in the course guidelines. Marks of all the examinations of these modules are subsequently scaled down to 200 for Public Administration and 200 for Development Economics. Skill development activities like ICT also constitute an essential ingredient of the course and performance is assessed through theoretical and practical examination. Participants are evaluated out of 700 marks as shown in the following table:

Table 3.3: Marks Distribution of SSC

Sl. No.	Subjects of Evaluation	Allotted Marks
1.	Public Administration	200
2.	Development Economics	200
3.	Skills Development Modules	50
4.	Syndicate	100
5.	Study Tour	50
6.	Evaluation by Course Management	100
7.	Marks given by Course Management:	
	i) Class Attendance.	40
	ii) Table Manners and Dress.	30
	iv) Overall Conduct and Discipline.	30
	Total	700

3.4 Salient Features of Evaluation System of the Core Courses

- A participant has to secure at least 50% marks in each topic, failing to secure that is considered as 'fail'.
- Even though any participant fails in any module/subject, s/he has to complete the course. But they do not get any certificates after completion of the course and it is informed to the concerned ministries. Moreover, his/her external study tour remains withheld.
- Unsuccessful participants get chance to sit for examinations on the failed modules(s)/topic(s) at best for two times but they have to be nominated by the Ministry of Public Administration. But this chance is not applicable for the evaluation of course management.
- To avail the opportunity of reexamination of each module/topic, a participant has to stay at least seven days at BPATC and in other cases the duration of the staying should not be less than seven days.
- Participants failed in one or more than one topic do not get any grade or position in the merit list. They are announced 'pass' only and the matter of failure is mentioned in the final result sheet.
- If a participant cuts a sorry figure after getting the chance of reexamination, s/he will be considered 'fail' in the training course.
- Participants passed taking the chance of reexamination get the chance to take part in overseas study tour with any of the next courses. But it is not applicable in case of Foundation Training Course.
- For successful completion of a training course, a participant must take part at least in 95% of the total scheduled sessions along with the fulfillment of other conditions.
- If a participant fails in the evaluation by the Course Management or fails to attend 95% of the total sessions held, s/he is considered completely 'fail'.
- If a participant remains absent without permission or gets affected by any type of contaminating disease, s/he is released from the course immediately.

3.5 Evaluation System of Short Courses

Short courses range from 1-4 weeks focusing on the development of skills of specific clientele groups. According to the evaluation policy of this centre participants must attend actively in every scheduled activity set by the course management. Participants are evaluated in between 100-300 marks. Module based breakup of marks is fixed in preparatory meetings. In case of failure in any topic/topics, the trainee will get chance at best for two times for reexamination.





Some Medicinal Plants from BPATC Herbal Garden



A Few Herbal Plants of BPATC



CHAPTER-IV

Research Publication & ICT



4.1 Introduction

The Research and Consultancy Division of the Centre has three important units - the Research and Development department, the Library and Training Aid department, and the Computer Unit. The activities of the Library and Training Aid are described in Chapter V. This chapter describes the research, publication and information and communication technology activities of the Centre.

4.2 The Research Section coordinates the research activities undertaken and funded by the revenue budget of the Centre. The coordination activities incorporate from inviting research proposals to deposition of the final reports. The research activities are guided by a Research Policy of the Centre.

4.2.1 Types of Research

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 helps decide on critical issues.

4.2.2 Funding of Research Activities

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

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

4.2.3 Research Works undertaken in 2010-2011

Research Committee of the Centre approved 3 (three) research projects under the revenue budget of 2010-2011. These are as follows:

Research Project	Researchers
Taking Fertility Below the Replacement Level: concerns of the rural people in Bangladesh	Md. Morshed Alom
Job Satisfaction and Training for Organizational Effectiveness: An Empirical Study on Bangladesh Civil Service Officers.	Md. Sharif Hasan Md. Zohurul Islam
Rethinking the Senior Staff Course: A Study on Participants' Needs and Course Curricula.	Md. Shafiqul Haque Md. Zohurul Islam Afia Rahman Mukta

4.2.4 Management of Research Activities

The Research Committee of the Centre is headed by the Vice-Chancellor of 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 the 2010-2011 financial year one meeting of the Research Committee was held.

Apart from the Research Committee, the status of the ongoing research works and the problems there of are discussed in the monthly meetings of Research and Consultancy Division chaired by the MDS (R&C).

4.2.5 Other Activities of the Research Section

The Research Section conducts faculty seminar to disseminate and share knowledge, ideas and views, generated from the research findings, amongst the members of faculty of the Centre. The objective of this type of faculty seminar is to enhance intellectual capacity and analytical ability of the faculty members. During the 2010-2011 financial years two faculty seminars were arranged.

The Research Section also coordinates the Field Study Programme of the Foundation Training Course (FTC). The main objective of this programme is to familiarize the trainees with different techniques of data collection, data analysis and writing a scientific report. In the financial year 2010-2011, the Research Section coordinated three Field Study Programmes participated by 252, 247 and 227 participants of 46th, 47th and 48th FTCs respectively.

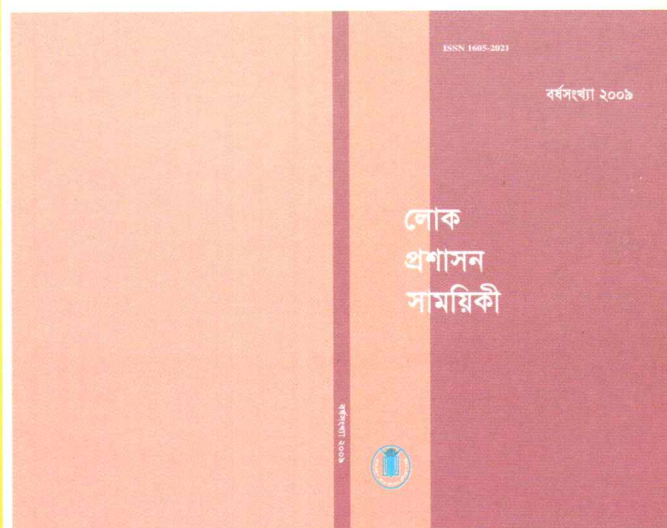
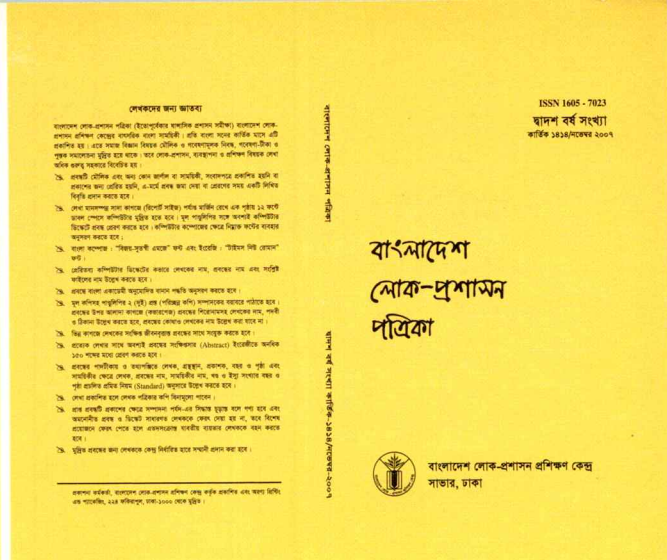
The participants are sent to the districts/upazilas of the country to collect data as well as to interact with the common people to gather knowledge on a selected theme. One of the research officers of the section coordinates the field study programme.

In addition to these activities, the Research Section is responsible for compilation of the Annual Report of the Centre

4.3.1 Functions of the Publication Section

The Publication Section does the following functions according to the Publication Policy of the Centre:

- Preparation of publication programme of the Centre.
- Publication of BPATC English and Bengali journals.
- Publication of Training Calendar, Annual Reports etc.
- Printing of all books, forms, cards etc. required by the Centre.
- Supervision of all printing works on behalf of the Centre and processing of printing bills for payment.
- Maintenance of the stock of books, journals, bulletins etc.
- Maintenance of a Sales Centre for the BPATC priced publications.
- Maintenance of accounts relating to earnings from sale of BPATC publications and deposit of the sale proceeds to the Accounts Section of the Centre.
- All matters connected with the procedures for publication, fulfillment of requirements of the Press and Publication Ordinance and other relevant laws, regulations and executive orders.
- Promotion of sales of BPATC publications.
- Maintenance of up-to-date mailing list.



4.3.2 List of Publications for the year 2010-2011

The following reports and publications were published under the reporting year:

S.L.	Name of Publications	Number of Publication	Quantity	Total Number of Copies Published during the year
a.	Annual Report 2009 -2010	01	600	600
b.	Training Calendar 2011-2012	01	600	600
c.	Regional Training Calendar 2011-2012	01	1,500	1,500
d.	Bangladesh Lok-Proshashon Patrika 12 th year issue	01	400	400
e.	Lok-Proshashon Samoeeky Vol. 44,45,46,47,48 and 49	06	400	2,400
f.	Bangladesh Journal of Public Administration, Vol. XVIII, Issue No. I & II, 2009	02	500	1,000
g.	BPATC Barta	03	900	2,700



4.4.1 Computer Unit is one of the most important units of Research & Consultancy (R&C) Division. At present there are three Computer Labs in BPATC. Of those 2 (two) Computer Labs are situated in the Faculty Building-2 wherein 64 (Sixty four) trainees can use computer at a time. ICT module has been included in all the core courses and selected short courses of the Centre where primary knowledge of ICT along with theoretical and practical sessions on typing, MS Word, MS Excel, MS Power Point, MS Access, e-Mail, Internet, Networking, Troubleshooting and e-Governance are imparted.

4.4.2 In the core courses, there are 14 sessions for each Foundation Training Course (FTC), 22 sessions for each Advanced Course on Administration and Development (ACAD) and 22 sessions for each Senior Staff Course (SSC) and 9 sessions for each Special Foundation Training Course for Election Commission Officials (SFTC) on IT. In the short courses, there are 10 sessions for each Policy, Planning & Management Course (PPMC), 09 sessions for each Efficiency Enhancement Course (EEC), 08 sessions for each Financial Management Course (FMC), 15 sessions for each Modern Office Management Course (MOMC), 11 sessions for each Project Management Course (PMC), 7 sessions for each Training of Trainers Course (TOT) on IT. Participants of all other courses are also given computer training. Particularly in 2011, the Centre arranged for a 28-day long course on Information Technology and e-Governance for the officers of the Bangladesh Government, autonomous body and other organizations in joint collaboration with Australian National University. That course was of 32 sessions of Essential ICT skill Database Management, Networking, Troubleshooting and 48 hours advanced level e-Government management topics.

4.4.3 The Centre also have another Computer Lab in International Training Complex (ITC) which consists of 22 (Twenty-Two) computers including 1 Laser Printer, 1 Scanner and 1 Plotter. The Centre established a well equipped Desktop Publication Lab for supporting the publication activities of the Centre. In addition to that, the Centre has extended some services: e-notice, e-library, Wi-Fi system, e-desk launching, Display Board, Online Registration and Gate Monitoring System etc.

4.4.4 Currently there are 868 computers including 300 Laptops in the Centre, which are being used in the 3 Computer Labs and different sections and by the participants of different courses. 10 Mbps Broadband Internet facilities have also been connected from BTCL for 24 hours in the Centre. The Computer Centre is kept open for 14 hours in a day. The participants and faculty members can visit the Computer Centre also for their routine computing task. Besides this, the Centre also remains open on weekly holidays depending on the training load and the urgency of the participants.

4.4.5 The centre has established Optical Fiber Backbone in all the office buildings. All the Computers are connected through Local Area Network (LAN). The centre has also redesigned and upgraded its website. The web address of BPATC is www.bpatc.org.bd. In addition to these, there are more than 120 computers in four Regional Public Administration Training Centre (RPATC). Each RPATC runs Computer Application Courses for different level of participants.

4.4.6 Recently BPATC introduced 28 days e-Governance Management Course in Collaboration with Australian National University (ANU). The overall aim of the Course is to develop Competency in Information & Communication Technology (ICT) Management and e-Government in a Public Sector environment in Bangladesh. Two groups of participants from BPATC and other organization have already completed the course and they are awarded with certificates from ANU.





5.1 Introduction

Library and Training Aid (LTA) is an important department of the Research and Consultancy Division of the Centre. Library plays an important role to achieve the goals of training. To procure relevant books, journals, magazines and other reading materials and process these for the readers are the main task of the Library. There are two branches of this department - (i) Documentation and Circulation, and (ii) Audio Visual and Reproduction. This chapter gives an overview of the activities of these two branches in the following sections.

5.2 Activities of Documentation and Circulation

5.2.1 During the financial year 2010-2011, 260 books, 15 magazines and leading newspapers etc. have been purchased for the library. Besides, other conventional and non-conventional publications have been collected as complementary, through exchange programme, by virtue of membership and depository library of various local and foreign organizations.

5.2.2 Reference services: Reference collection of the library is very rich. There are 135 titles of encyclopedias in the library. In addition, a huge number of reference books are available in the library. The library staff is committed to respond to the queries and to check various reference citations for the readers.

5.2.3 The library remains open from 8:00 A.M. to 10.00 P.M. without any break from Sunday to Thursday and from 4:00pm to 6:00 pm on Friday and 6:00 pm to 10:00 pm on Saturday. A large number of readers use the library regularly. Every faculty member can borrow 10 books while a trainee can borrow 4 books at a time. Total 18366 copies of 24 dailies were kept in the library in the F/Y 2010-2011. Eight selected dailies are as bound form for various references and research purposes. The library also subscribes to the international weeklies like the Economist, the Time and the Newsweek etc.

5.2.4 One of the important collections of the library is paper clipping. Paper clippings are being kept on 123 topics. These are very helpful for preparing various assignments, research works and seminar papers of the trainees and members of the faculty. The library has opened a "Bureaucrats' Book Corner" where the publications of the civil servants of Bangladesh are available.

BPATC Library is also a member of 5 reputed international organizations. These are CAPAM, IASIA, EROPA, NAPSIPAG and AMDISA. The library is also corporate member of the British Council Library and Bangladesh Society for Training and Development.

5.2.5 Online and e-Library service are the latest addition to reader's service. BPATC has registered for Online Journals and e-books. Faculty members and participants can browse the following publisher's web page for Online Journals and e-books:

1. Springerlink.com
2. Wileyonlinelibrary.com
3. Oxfordscholarship.com
4. Journalsinform.org

Table 5.1 Volumes of services provided from the Documentation & Circulation Section in the FY 2010-11

Sl. No.	Statement of Items	2010-2011
1.	Number of Procured books	260
2.	Complementary copies of the various publications received.	293 copies
3.	Library opened (including weekends and Govt. holidays)	4000 hours
4.	Annual Report received from the various organizations	30 copies
5.	Journals received (Exchange Programme, by virtue of Membership of the international institutes and complementary)	126 Copies
6.	No. of daily Newspapers kept (per day)	54 copies of 24 titles
7.	Processing of books	400
8.	Magazines kept (Weekly, fortnightly, monthly etc.)	15 titles
9.	Paper Clippings kept on	123 topics

Automation programme of the Library is under process. After the completion of the library automation library services will be more modernized.

5.3 Activities of AVR Branch

The Audio-Visual and Reproduction (AVR) unit of the library is equipped with latest international AVR equipment to provide technological support in the academic sessions, seminars, workshops etc. of the Centre. Two modern Language Laboratories are equipped with all sorts of audio visual support and computer facilities to provide language learning to the participants. The laboratories can accommodate 80 participants at a time.

Service delivered by AVR Section during 2010-2011 is as follows:

Table 5.2: Service delivered by AVR Section: Process of Training Aids and delivered Reproduction

Sl. No	Description of the Works	Volume of Works
1.	Photo Copy and Duplicating (With 3 Nos. Photo Copiers and 5 nos. of Duplicators): Pages	23,74,046 Pages
2.	Spiral Binding (With 2 Nos. Spiral Binding Machine)	360 Nos.
3.	PPC Slide Prepare	840 Sheets

Table 5.3: Statement of Training Assistance (Audio-Visual) in the Class Room

Sl. No	Description of the Works	Volume of Works
1.	P A System (Use 16 Nos. P.A System in 1 2 nos. Class room, Auditorium, Cafeteria, Short course, Workshop/Seminar and Others	20,000 Hours
2.	Overhead Projector (Use 17 nos. OHP in the above class room)	500 Hours
3.	Wireless Amplifier (Use 8 nos. Wireless Amplifier in the above class room, Short course and other meeting, seminar & sports and game)	7,000 Hours
4.	Tape Recorder (Use 16 nos. Tap Recorder in different class room, Workshop, Seminar and other for recording and play back)	500 Hours
5.	Conference Set (Use 4 Conference Set in ITC, ACAD , SSC, Workshop, Seminar, BOG, Short course and other activities)	8,200 Hours
6.	DVD/VCR/VCP and Television use (Video film show and video recording)	450 Hours
7.	Multimedia Projector use (With 14 nos. Projector)	11,500 Hours
8.	Use Language Lab (With 2 Labs)	4,500 Hours

Table 5.4: Photography and Miscellaneous Function

Sl. No	Description of the Works	Volume of Works
1.	Photography Event nos.	537 Nos.
3.	Photo Snaps Nos.	7205 Nos.
4.	Photo Display Nos.	1050 Nos.
5.	Laminating (Certificate/ Photo)	3850 Nos.

Table 5.5: List of Machine Procured

Sl. No	Description of the Works	Volume of Works
1.	Multimedia Projector	4 Nos.
3.	Projection Screen	6 Nos.
4.	Boom Stand	6 Nos.
5.	Video Splitter and AV cable	1 Lot



A close-up photograph of a bouquet of chrysanthemums. The flowers are in various shades of purple and white, with bright yellow centers. They are surrounded by green leaves, some of which are serrated. The background is dark and out of focus.

CHAPTER - VI

Employee Welfare



Orchid from BPATC nursery



6.1 Introduction

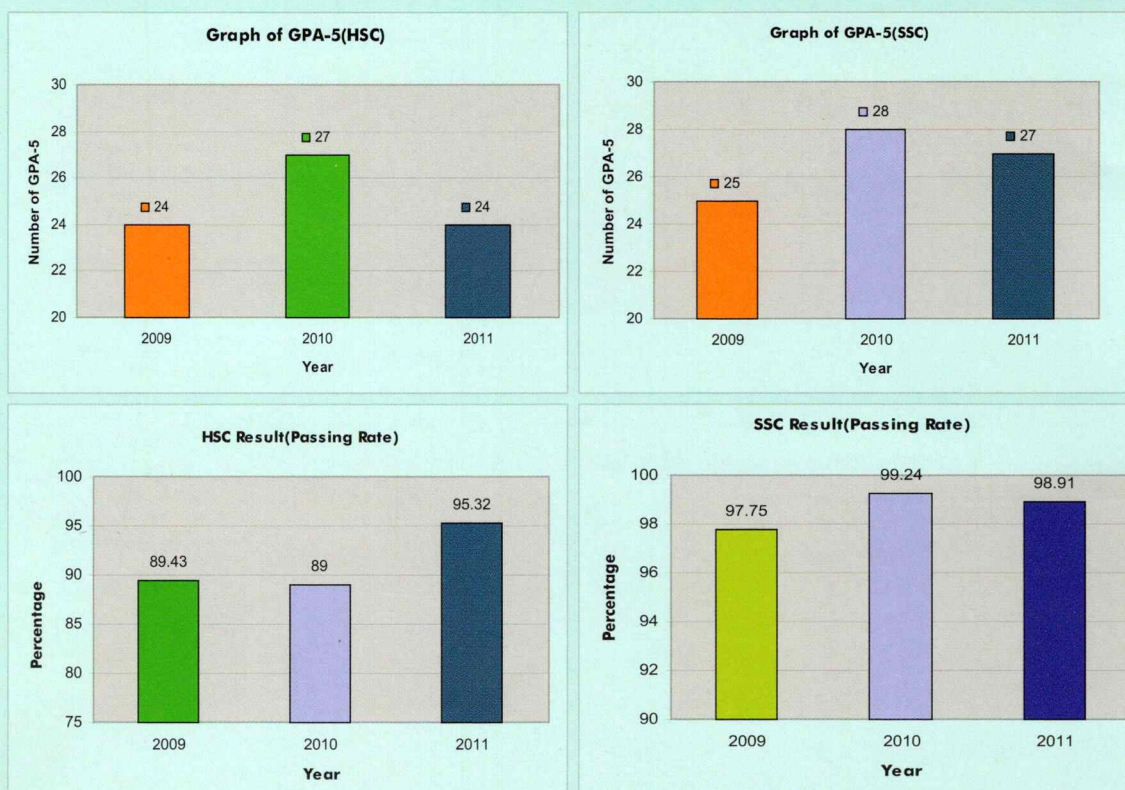
BPATC is a residential training institution. Participants of different training programmes stay inside BPATC and in the dormitories of the Centre. Most of the officers and employees of the Centre reside in the campus with their families. Despite various limitations, the Centre has initiated different welfare activities for the participants, officers and employees. Among others, BPATC School and College, Clinic, Mosque, Officers' Club, Employees' Club, Ladies Club etc. are worth mentioning. A brief description of the welfare activities accomplished in the year 2010-2011 is given below:

6.2 Activities of BPATC School & College

- a. Advancement of BPATC School & College is gradually increasing in comparison with the last fiscal year 2009-10. A batch of 299 students appeared at the HSC examination 2011. This was the 10th batch from the college section. Out of 299 students, 285 students passed successfully. The gradation of successful students are 25 in GPA-5, 151 in GPA-4.00<5.00, 67 in GPA3.50<4.00, 30 in GPA 3.00<3, and 13 student in GPA 1.00<2.00, the pass rate in 95.32%
- b. A batch of 92 students (23rd batch from the school section) appeared at the SSC examination 2011 and 91 students passed successfully. Out of these 92 students, 27 students achieved GPA 5. The pass rate is 98.91 percent.

Table 6.1: Performance of BPATC School and College in the academic year of 2010-11

Exam	Appeared students	Passed Student	GPA -5	GPA 4.00<5.00	GPA 3.5<4.0	GPA 3.0<3	GPA 1.00<2.00	Pass rate
SSC	92	91	27	56	6	2	--	98.91%
HSC	299	285	25	151	67	30	13	95.32%

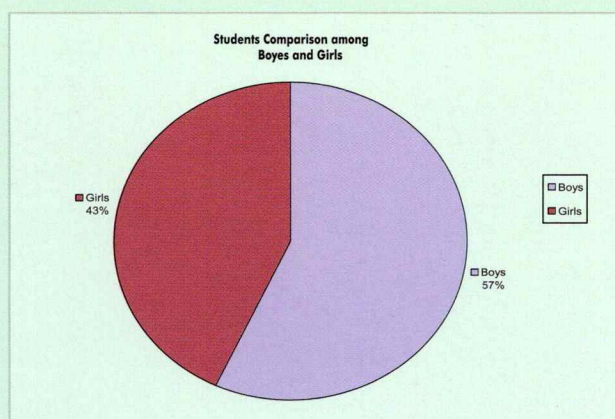


Graph 6.1: Comparison of results of the last three years

- c. In the year 2010-11 and 2011-12 the number of students who successfully managed to admit themselves in HSC Science, Humanities and Business Studies and students of School & College section are shown in the following table.

Table 6.2: Session and Group-wise number of students

College Section					School Section	
Session	Group	Students			Students	Number
		Boys	Girls	Total		
2010-11	Science	91	54	145	Boys	540
	Humanities	60	73	133	Girls	409
	Business Studies	76	60	136	Total	949
2011-12	Science	76	58	134		
	Humanities	55	69	124		
	Business Studies	76	51	127		
Grand Total		434	365	799		



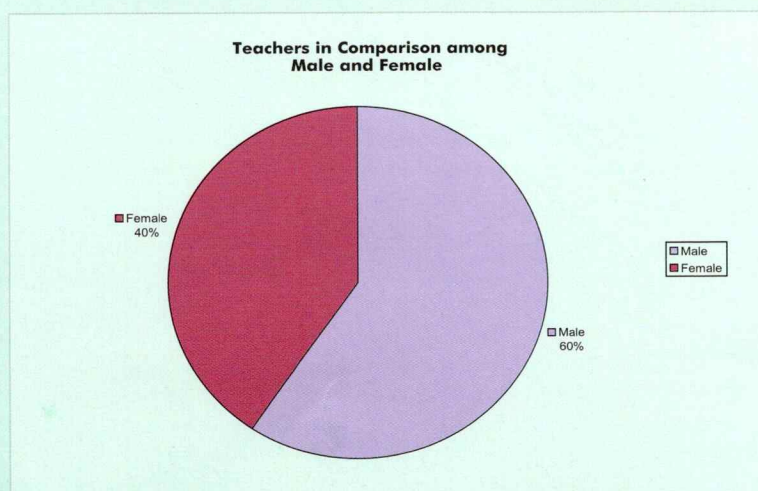
Graph 6.2: Comparison between boy and girl students

Total Students of the institution:

1. The teachers and staff in BPATC School & College are shown in the following table:

Table 6.3: Teachers and Staff

Teachers	College		School		Total
	MPO	Non NPO	MPO	Non NPO	
Male	8	2	10	5	25
Female	6	1	6	4	17
Grand Total	14	3	16	9	42



Graph 6.3: Comparison between male and female teachers

- d. Moreover, in this fiscal year, 10 Students from the school have got junior scholarship (1 in talent pool grade and 9 in general grade). In the primary section, 102 students have passed the primary exam successfully. Among them 12 students have got primary scholarship (9 in talent pool grade and 3 in general grade). So, a total of 22 students have got scholarship from this school this year.
- e. During this fiscal year, a series of functions like farewell of HSC candidates and annual sports prize distribution among successful students and teachers, the International Mother Language Day, the Independence Day, the Victory Day, etc have been observed duly. Co-curricular activities for physical & mental development of students also took place accordingly. Moreover, reception of fresher in college section is going to be held very soon.
- f. In this fiscal year, BPATC has provided 10.00 lakh taka to BPATC School & College as yearly donation. Other than this donation, the institution has got 48.15-lakh more from the government as govt. portion of teachers & staff.



6.4 Activities of BPATC Clinic

6.4.1 BPATC clinic offered medical treatment to the participants of the various training courses and the employees and their dependant family members, those who are residing in the BPATC campus. The clinic staffs consists of two male and one female medical doctors, one physiotherapist, one pharmacist, one senior staff nurse, two compounders, one MLSS. This medical team offered 24 hours day and night medical services to the clients heartiestly. The Clinic managed the daily outdoor patients and gave consultation and medication to them. The medical officers also attended the emergency patients and managed them as per circumstances, round the clock. Besides these, the clinic arranged health check-up for the participants of the various core courses and as well as the staffs of the different departments of the center regularly. Furthermore many special programs were organized by BPATC clinic in the last year. On the 9th of every month, the immunization program for the infants was arranged under the supervision of Upazilla Health Complex, Savar according to EPI schedule. Family Planning programs are also provided by the clinic every month. In addition, the general ideas about the first aid and preventive measures against some contagious diseases were informed to the residents of BPATC campus through leaflet. Apart from these, Medical Officers also conducted some sessions on different health related issues in various training courses.

6.4.2 It is mentionable that, a new physiotherapy unit was established under the supervision of BPATC Clinic on November 2010. A well experienced B.Sc Physiotherapist is working there to required consultation and therapy to the participants and as well as other patients. The statistics of the patients attended in physiotherapy unit is as following:

6.4.3 In the year 2010-11, total 25,859 patients received treatment from BPATC Clinic. Among them, 6283 (24.30%) patients were participants and 19576 (75.70%) were other than participants, Out of 25859 patients 9181 (35.50%) were male patient and 7341 (28.39%) were female patients, and 9337 (36.11%) were children patients.

5.5 Activities of BPATC Mosque

BPATC has a large and splendid Mosque surrounded by lush-green garden. Interested officers and staff, and the participants of different training courses say their prayer in this mosque. Together 1000 people can have their prayer in the mosque. One Imam, one Muazzin and one Khadem in the Mosque, are enjoying their salaries from government exchequer. Imam of BPATC mosque is a very learned and articulated person. The mosque and maktab is managed by a committee elected through Islamic procedures and instituted through an office order by the authority. This committee works under the overall guidance of Rector of the Centre for effective management of the major policy issues of the Mosque and its development activities.

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 on these occasions. Essay, hamd and naat competitions are also held on the occasion of Siratun Nabi (SAW). Besides, special initiatives are taken to observe Eidul Fiter, Eidul Azha and munajats are being arranged on International Mother Language Day, Independence Day National Mourning 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 2009-2010 as grant for arranging the events mentioned above and for meeting other expenditures of the Mosque and the Maktab.

The Maktab is managed for teaching Arabic and Islamic manners and etiquettes to the children as well as learning holy Quran for the adult officers and staff of the Centre. 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.

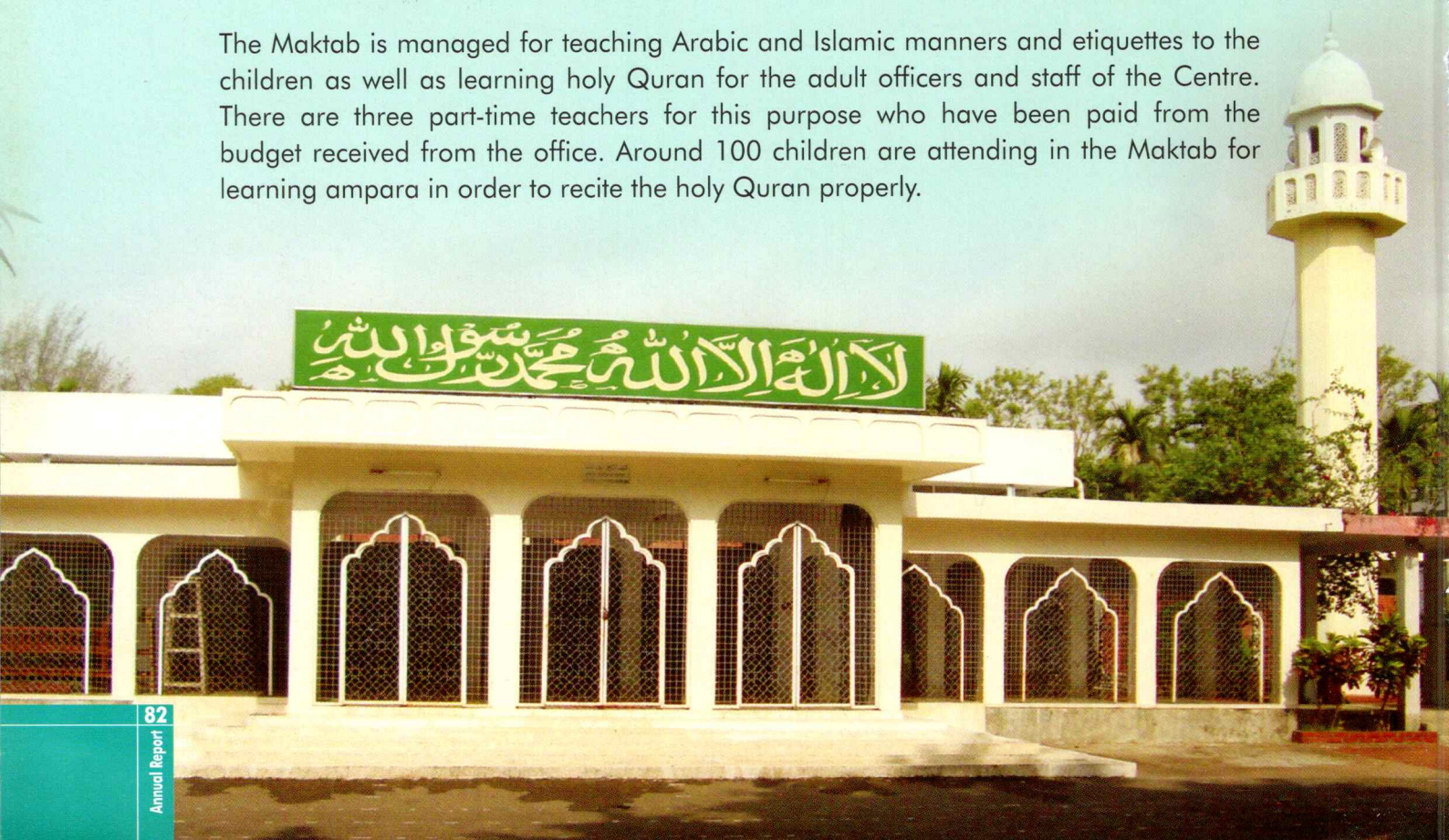


Table 6.4: Distribution of the patients

Sl. No.	Type of Patient	Number	Percentage (%)
	Participants	6283	24.30 %
	Other than participants	19576	75.70 %
	Total	25,859	100%

Table 6.5: Distribution of the patients by age and sex

Sl. No.	Type of Patient	Number	Percentage (%)
	Male patients	9181	35.50 %
	Female patients	7341	28.39 %
	Children patients	9337	36.11 %
	Total	25,859	100 %

6.4.4 In physiotherapy unit, a total of 1062 patients received treatment in last year (Calculated from November' 2010 to June' 2011). Among them 473 (44.54%) patients were participants and 589 (55.46%) were other than participants. Out of 1062 patients 812 (76.46%) were male patient and 250 (23.59%) were female patients.

Table 6.6: Distribution of patients attended in Physiotherapy unit

Sl. No.	Type of Patient	Number	Percentage (%)
	Participants	473	44.54%
	Other than Participants	589	55.46 %
	Total	1062	100 %

Table 6.7: Distribution of patients attended in Physiotherapy unit by sex

Sl. No.	Type of Patient	Number	Percentage (%)
	Male	812	76.46%
	Female	250	23.54 %
	Total	1062	100 %

6.5 Activities of BPATC Officers' Club

BPATC Officers' Club was established in 1988 and was led by an elected/selected executive council in order to promote friendship, solidarity, brotherhood and intimacy among the officers. According to the constitution of the club, all the activities of the club are conducted by the executive council consisting of 12 members.

Grant from the social welfare fund of the centre, monthly subscriptions of the members and connection fees of the dish antenna, etc. are the sources of fund by which the activities of the club are conducted. Activities of the club for the year 2010 - 2011 include the following:

- a. Various National days were observed with due solemnity, recitation, music and drawing competition for the children/teenagers was in observance of the Independence Day, Victory Day and International Mother Language Day.
- b. Arrange Annual picnic for the Officers and their family members.
- c. The club arranged a program to celebrate Bangla New Year and other National days of Bangladesh.

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, ludo and chess are arranged throughout the year. Annual sports competition is one of the main recreational activities of the club. The 23rd Annual Sports Competition of the club was held with much enthusiasm. The competition was inaugurated by the chief guest of the annual sports competition, Rector and the convener 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 officers and wives of all the officers of BPATC. It formally started functioning in 1998. The club is running by the constitutions approved by the Rector of the Centre. The club has got an executive committee of nine 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 the member. During the period of 2010-2011 Mrs Priti Kona Banik acted as the General Secretary, Mrs. Zakera Begum as the Assistant General Secretary and Mrs Nazhat Afrin as the treasurer of the club.

6.7.2 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 school which is being run by the club.

A list of its performance during the fiscal year 2010-2011 is as follows:

1. Distribution of monthly scholarship to the poor and meritorious students BPATC School & College from class six to ten. They are the children of the employee of the centre.
2. Observance of all the National days with due Solemnity. Competitions on essay, song, drawings and recitation for the children living in the campus for their development.
3. Celebration of Bengali Year 1418.
4. Arranged sports programme for the members.
5. A playgroup school is also run by the club.
6. Organization of Milad and Iftar party during the month of Ramadan.
7. Annual picnic for the member of the club and the students and guardian of playgroup "Ankur" school was arranged.
8. Procurement of some new utensils for the club and some furniture for "Ankur school" (Bench, Board etc.).







CHAPTER-VII

**Physical Conditioning
&
Games**



7.1 Introduction

Physical Exercise and Games are significant component of different training Courses conducted in BPATC. Active participation in the physical exercise sessions early in the morning and games in the afternoon is obligatory for the all Core and Special Course participants i.e. FTC, SFTC, ACAD & SSC. The main objective is to build-up a congenial and friendly relation among the participants of different cadres through collective psycho-somatic exercise and games, and to make them physically fit to better serve the nation. Besides, other objectives of physical exercise and games are to enhance physical potential, ethics, morality and mental capacities of the officers through a well-planned program designed with latest scientific concepts; to relieve them from mental stress and fatigue created by the highly intensive training, family matters and all other socio-economic stresses and also to develop an attitude to live a sound, healthy and active life. The details of different conditioning programs catered to different courses of the center in the financial year 2010-2011 are stated the following parts.

7.2 Physical Conditioning and Games for the Young Officers of the Foundation Training Course

7.2.1 Participation in the physical conditioning games early in the morning and afternoon is obligatory in FTC. This program consists of stretching, walking, jogging, running, floor exercise (free hand exercise), swimming, calisthenics, therapeutic exercise and brief introduction of selected type of yoga. In the games session, participants in teams participate actively in four different games which are i) Football, ii) Volleyball, iii) Handball, and iv) Basketball. Besides, female participants also take part in sports events like- Volleyball, Handball and Badminton. Learning swimming is mandatory for those who do not know how to swim. All the activities of games arranged in three phases. Theoretical and practical knowledge about the rules of the game, regulations, and strategies of sports are disseminated 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 given among the winners.

7.2.2 In the 2010-2011 financial years, three FTC's were held. In three batches (46th, 47th and 48th FTC), all together 726 participants attended the training and successfully completed. The male participants were divided in 5-7 groups and female participants were divided into 2 groups depending on the number of participants for conditioning in the morning. Another combined group was formed with all injured participants, in the phase of recovery to provide therapeutic exercises for early recovery, so that they can return faster in the main group to enjoy & share there activities of the group. The evening sessions were conducted by dividing the participants into two sessions. For practicing games, participants were again divided into several groups comprising 18-25 members. Moreover, in each session one group comprising 15-20 participants participate in swimming training for saving their lives in emergency situation.

7.3 Sports Competition

Competitions were held in the afternoon sessions. The participants took part in team and football, volleyball, handball, basketball, swimming, badminton, table tennis, chess and carom competition. After competitive events a friendly volleyball competition was held between the faculty members and the participants in the day of closing program. The Rector of the Centre participated in the competition and distributed the prizes among the winners.



7.4 Physical Exercise and Sports Activities for the Acad Participants

In the 2010-2011 financial years six Advanced Courses on Administration and Development (ACADs) were held. All together 167 participants took part in conditioning and games sessions. Participants took part in the physical exercise early in the morning as well as yoga, meditation and walking different types of physical exercises and therapeutic exercise. In the Evening session they played Tennis, Badminton, Table Tennis and swimming as per their preference. At the end of the sports curriculum a friendly volleyball match was held and Rector distributed the prizes among the winners.

7.5 Physical Exercise and Sports for the Ssc

Three Senior Staff Courses (SSCs) were held in financial year 2010-2011 where 73 participants took part in 53rd, 54th and 55th SSC respectively. The participants took part in the morning walk, yoga, meditation different types of physical exercises and therapeutic exercise. They played Tennis, Badminton, Table Tennis and Swimming etc as per their performance. At the end of the course a volleyball friendly match was held between two groups of the participants and prizes were distributed to the participants.



7.6 Special Courses

Participants of the special courses also enjoy the same facilities as the core courses. All together 159 participants took part in following courses:

1. 1st, 2nd and 3rd Special Foundation Training Course (SFTC) for 40+ Aged Officers
2. 6th Special Foundation Training Course (SFTC) for Election Commission Officials
3. 2nd and 3rd Efficiency Enhancement Course

7.7 Physical Exercise and Games for the Short Courses

During financial year 2010-2011, 393 participants of the following courses took part in the Physical conditioning and games (optional) both early in the morning and also in the evening. Participants of all the short courses took part in friendly Volleyball match at the end of the courses.

- (1) 31st Training of Trainers Course.
- (2) 10th and 11th Project Management Course
- (3) 26th Financial Management Course
- (4) 11th Human Resource Planning Course
- (5) 12th Environmental Management & Sustainable Development Course
- (6) 8th Course on Improving Public Services through TQM
- (7) 20th and 21st Foundation Refresher's Programmer
- (8) 6th and 7th Course on Information Technology & E-Governance
- (9) 8th and 9th Course on Communicative English
- (10) 11th course on Disaster Management
- (11) 6th Gender & Development Course
- (12) 6th and 7th Course on Communicative English.

7.8 Annual Sports of the Centre

7.8.1 In this financial year sports department successfully concluded annual sports competition for the employees. The 24th annual sports competition was held in BPATC in the financial year 2010-2011. An organizing committee headed by MDS (P&S) arranged the events under the patronization of the Rector.

7.8.2 On 20 January, 2011 Rector of the Centre inaugurated the sports competition and at the end of competition gave away the prizes among the winner athletes. In total 280 male and 50 female participants of this center including the employee of all RPATCs took part in 51 events in the competition being divided in different groups. The participation of the athletes in the day-long sports competition made the sports festival attractive and highly competitive. A mini marathon was held where male participation of bellow 35 years and 36 years & above as well as women participants also divided in to two groups accordingly. Employees of the Centre took part in the volleyball competition being divided into four different groups. "Padma" group became champion on the other hand "Meghna" group became runner-up. In Tennis doubles Mr. Mohammad Moshior Rahman & Mr. Md. Zahangir Alam Munshi became Champion and Mr. Paritosh Chandra Das & Mr. Md Siddikur Rahaman secured Runners-up position. In 100mts Sprint, most attracting event of Athletics, Mr. Mosharaf Hossain secures 1st Position.





CHAPTER-VIII

Finance and Accounts



8.1 Introduction

8.1.1 Finance Branch maintains accounts and all kinds of financial transactions along with receipts and expenditures of the Centre. Deputy Director (Finance) works as the Drawing and Disbursing Officer, who coordinates and supervises all financial activities.

8.1.2 The Centre maintains its accounts according to the Govt. Rules, Regulations 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 and payments of all class III & IV employees are done through the bank by a consolidated statement prepared on the basis of respective pay bills.

8.1.3 The funds of the Centre are raised 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.

8.2 Activities of Finance and Accounts Section

8.2.1 According to 3 (2) Section of the BPATC Ordinance, BPATC is an autonomous body. Rector, who is a Secretary to the Government, is responsible for management and operation of the funds of the Centre. In order to maintain the speediness in the financial management of the Centre including four Regional Public Administration Training Centres (RPATCs), financial power has been decentralized and delegated amongst different officers.

8.2.2 As per provision of Section 15 (2) of the BPATC Ordinance, the accounts of the Centre are being audited by the Comptroller & Auditor General of Bangladesh since its inception. Accordingly accounts of the financial year 2009-2010 of the Centre were audited by the audit Team of C & AG Office.

8.2.3 Group Insurance and Benevolent Fund contribution for all officers and staff are deducted from the monthly salary bills as per Government orders/rules. Moreover, Pension Scheme has been introduced for all own officers and staff of BPATC on 16 April 2005.

8.2.4 During 2010-2011 financial year under code no 5903 & 5906 (Pay & Allowances) and code no 5977-(Other Grants) a total amount of Tk 28,91,54,000/- (Taka twenty eight crore ninety one lakh and fifty four thousand) only was granted by the government for the Centre including four RPATCs. In addition, Centre's own income was Tk 80,19,920/- (Taka eighty lakh nineteen thousand nine hundred and twenty) only. Accordingly a total fund amount stands at Tk 29,71,73,920/- (Taka twenty nine crore seventy one lakh seventy three thousand nine hundred twenty) only against which an amount of total expenditure as of the 30 June, 2011 was Tk 28,69,48,906/- (Taka twenty eight crore sixty nine lakh forty eight thousand nine hundred and six) only and 1,02,25,014/- (One crore two lakh twenty five thousand and fourteen) only remained unspent. A detailed expenditure during the financial year 2010-2011 is given in Table 8.1.

8.2.5 Out of the total allocation Tk.3,82,65,000/- (Taka three crore eighty two lakh and sixty five thousand) only had been released for the four RPATCs during 2010-2011 fiscal year.

8.3 Income & Expenditure of the Centre

8.3.1 Income and expenditure of the Centre are shown in Table 8.1.

Table 8.1: Comparative Statement of Income & Expenditure of the Financial Year 2009-2010 & 2010-2011

Income			Expenditure		
Income of FY 2009-2010	Name of Source	Income of FY 2010-2011	Expenditure of FY 2009-2010	Name of Head & Sub-head	Expenditure of FY 2010-2011
	Government Grants		2,17,69,512/-	1. Pay of Officers	2,51,02,849/-
8,40,00,000/-	Pay & Allowance	10,50,00,000/-			
13,42,00,000/-	Other Grants	18,41,54,000/-	2,66,04,235/-	2. Pay of Establishment	3,19,18,015/-
21,82,00,000/-	(A) Total Govt. rants	28,91,54,000/-		3. Allowance & Honorarium	
1,07,88,300/-	Centre's own Income	80,19,920/-	54,24,636/-	a) House Rent Allowance	99,84,233/-
22,89,88,300/-	<u>Grand Total (A+B)</u>	29,71,73,920/-	44,70,320/-	b) Rest & Recreation Allowance	30,97,385/-
			54,61,127/-	c) Festival Allowance	85,79,703/-
			24,61,371/-	d) Medical Allowance	34,90,987/-
			1,23,105/-	e) Washing Allowance	1,87,221/-
			3,77,800/-	f) Tiffin Allowance	5,88,322/-
			3,82,684/-	g) Conveyance Allowance	5,87,905/-
			17,65,963/-	h) Training	26,53,345/-

<u>Income</u>			<u>Expenditure</u>		
Income of FY 2009-2010	Name of Source	Income of FY 2010-2011	Expenditure of FY 2009-2010	Name of Head & Sub- head	Expenditure of FY 2010-2011
				Allowance	
			11,09,532/-	i) Other Allowance	11,43,503/-
			27,21,315/-	i) Dearness/ Education Allowance	8,25,757/-
			1,07,71,813/-	j) Pension fund	57,57,275/-
			4,64,446/-	k) Income Tax	8,74,409/-
			3,55,34,112/-	(3)Total (a to k)	3,77,70,045/-
			3,30,00,000/-	4) Four Regional Centres	3,82,65,000/-
				5)Training Exp.	
			1,15,00,000/-	a) Kit	4,23,02,939/-
			2,65,00,512/-	Allowance & Training Exp./ Mess Exp.	
			4,73,803/-	b) Seminar	1,69,469/-
			9,17,784/-	c) Sports & Sports Commodities	5,12,271/-
			8,20,538/-	d) Books & Journals	9,31,695/-
			4,02,12,637/-	5)Total of (a to d)	4,39,16,374/-
				6)Contingency:	
			86,000/-	a) Postal & Telegraph	54,081/-
			39,31,964/-	b) Telephone	21,13,121/-
			39,120/-	c) Tax & Duties	45,120/-
			89, 99,629/-	d) Electricity	92,58,842/-
			7,61,659/-	e) Gas	8,05,593/-

Income			Expenditure		
Income of FY 2009-2010	Name of Source	Income of FY 2010-2011	Expenditure of FY 2009-2010	Name of Head & Sub- head	Expenditure of FY 2010-2011
			67,50,051/-	f) Fuel/Lubricants	78,98,578/-
			40,29,536/-	g) Transport Maintenance	51,49,443/-
			22,14,494/-	h) Purchase of Furniture	19,76,269/-
			90,74,277/-	f) Purchase of Machinery/ Equipment	76,49,906/-
			46,61,695/-	g) Repair of Machinery	12,99,155/-
			5,22,102/-	h) Research	1,71,626/-
			15,77,766/-	i) Publication, Printing & Hon. of Writer	11,90,030/-
			83,701/-	i) Repair of Furniture	51,772/-
			6,87,616/-	j) Uniforms	2,79,590/-
			3,90,648/-	l) Advertisement Exp.	4,00,981/-
			7,00,576/-	m) Clinic Expenditure	9,30,453/-
			5,98,110/-	n) Maintenance of Garden	9,13,875/-
			4,23,974/-	o) Office Entertainment	1,33,527/-
			82,76,506/-	p) Stationery	1,03,24,795/-
			5,00,000/-	q) Grant of PATC School	10,00,000/-
			2,00,000/-	r) Grant of Social Welfare Org.	3,00,000/-
			1,03,94,152/-	s) Maintenance of PATC s Building	1,70,86,880/-

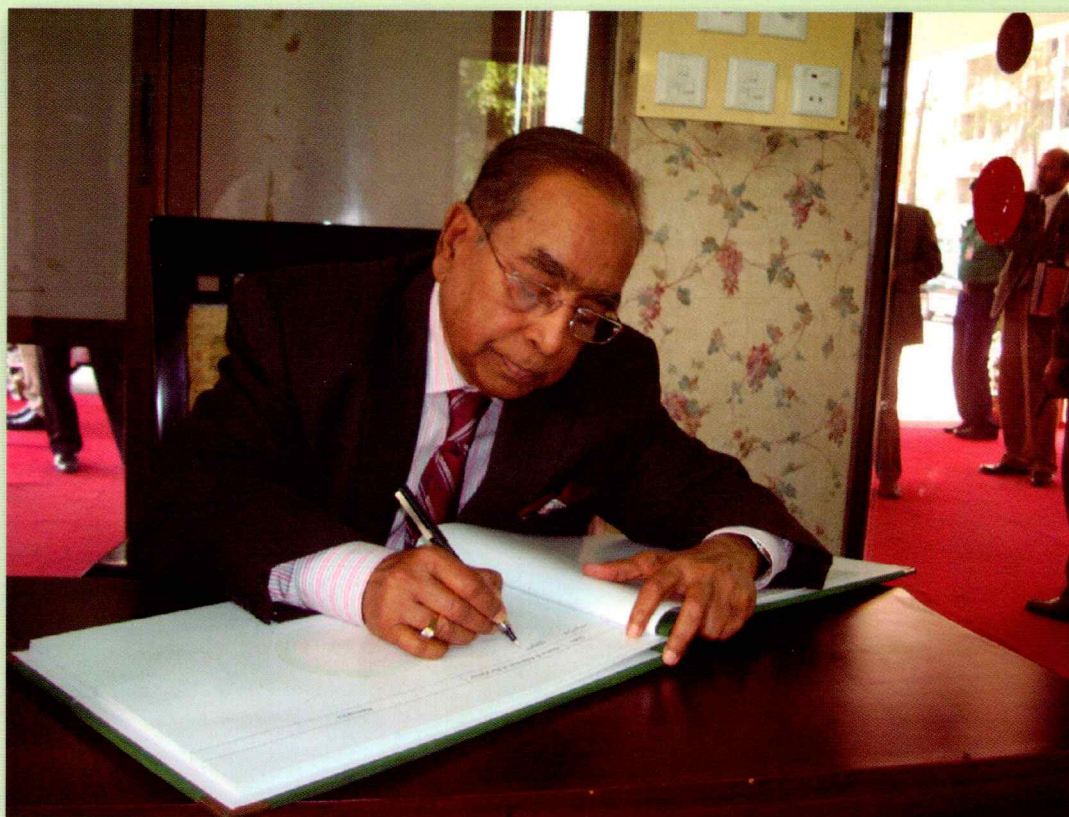
Income			Expenditure		
Income of FY 2009-2010	Name of Source	Income of FY 2010-2011	Expenditure of FY 2009-2010	Name of Head & Sub- head	Expenditure of FY 2010-2011
			2,81,293/-	t) Foreign Travel, sub. of International org. & Faculty Development	3,80,555/-
			11,20,674/-	u) Traveling Expenses	10,99,867/-
			12,20,434/-	v) Overtime of Drivers	18,35,296/-
			5,726/-	w) Legal Expenses	4,500/-
			33,75,693/-	x) Miscellaneous Exp. with washing expenses	33,81,403/-
			8,31,408/-	y) Advance (House Bld., Motor Cycle, Cycle)	16,43,365/-
			-----	z) Vehicles Purchases	3,26,00,000/-
			7,17,38,804/-	6) Total of (a to z)	10,99,76,623/-
			22,88,59,300/-	Total Exp. (1 - 6)	28,69,48,906/-
			1,29,000/-	Closing Balance	1,02,25,014/-
22,89,88,300/-	Grand Total	29,71,73,920/-	22,89,88,300/-	Grand Total	29,71,73,920/-

Table 8.2: Total Head wise BPATC'S Own Income & Expenditure (FY 2010-2011)

Sl. No.	Name of Sub-head	Amount in TK.	Name of Sub-head	Amount in TK.
	Income		Expenditure	
1	Balance (2009-2010)	12578991	Transfer to Pension Fund	40000000.00
2	Course Fee Received	14782210		
3	Vehicles	1104800	Expenditure of PWD, Dhaka	7890920
4	House Rent	759224		
5	Shop Rent	128442		
6	Building Facilities	2117142		
7	Rent of ITC BLD	16339241		
8	Publication Sale	11182		
9	Schedule Sale	143500		
10	Telephone Bill	29785		
11	Electricity Bill	428552		
12	Swimming Training	2100		
13	Fish Sale	36055		
14	Photocopy Bill	45652		
15	Sale of Coffee	19173		
16	Sale of Tie & Napkin	139300		
17	Fruits & Flower Sale	42759		
18	Loan Recovery from 08-09	450000		
19	Advance Adj. of 08-09	957654		
20	Sale of Old Goods	242370		
21	Misc. Income	590411		
22	Income from Dhaka RPATC	5109623		
23	Income from Chitt .RPATC	471481		
24	Foundation Election	986000		
25	Bank Interest	205890		
26	Training Donation	111005		
	Total Income	57832542	Total Expenditure	47890920
	Grand Total		BALANCE	9941622
		57832542	Grand Total	57832542

CHAPTER-IX

Collaboration with National and International Organizations



9.1 Introduction

BPATC is endeavoring to materialize its vision and mission statements. Besides the complete use of its own resources, the Centre looks for opportunities of collaboration with other national and international organization for various purposes. This chapter gives an overview of the collaboration activities done in the 2010-2011 financial year.

9.2 Institutional Linkage

BPATC, in collaboration with national and international agencies, has been conducting workshops, seminars, training courses, research and case study programmes. Major areas of collaboration include Poverty Alleviation, Human Resource Development, Management, Development "Economics, Right to Information and Gender Issues. BPATC has established international collaboration with the World Bank, United Nations Development Programme (UNDP), United Nations Fund for Population Activities (UNFPA), UK Department for International Development, INTAN (Malaysia), Commonwealth Fund for Technical Cooperation (CFTC), Asian Institute of Technology (AIT), Thailand, Civil Service College, Singapore, Japan International Cooperation Agency (JICA), Korean International Cooperation Agency (KOICA), the Network of Asia Pacific Schools and Institutes of Public Administration and Governance (NAPSIPAG), UK and Australian National University (ANU). Besides, BPATC has collaboration with local government and non-government institutes like Bangladesh Election Commission (EC), Anti-Corruption Commission (ACC), BRAC University, Bangladesh Enterprise Institute (BEI) and Manusher Jonno Foundation (MJF). The Centre is pursuing a wide search to develop further collaboration with other internationally and nationally reputed institutions.

9.3 SBPATC Project

9.3.1 Improving civil service practices has been one of the objectives of the administrative reforms and changes in Bangladesh. Government has various programs to facilitate administrative reforms and changes to ensure good governance and improve public service delivery systems. In line with this objective government has been showing keen interest in the development of potential of the officials at all levels. Government's concern for more intensified and integrated training for the public servants is reflected in the setting up of the Bangladesh Public Administration Training Centre (BPATC) as the leading training institute in the public sector through the merger of former Bangladesh Administrative Staff College (BASC), National Institute of Public Administration (NIPA), Civil Officers' Training Academy (COTA) and the Staff Training Institute (STI) in 1984. The purposes of merging the former training institutions were to integrate development of human resources through training, research and consultancy, where diverse ideas and experiences and the scope for more intimate interaction among different cadres or services would be widen. Besides, this integration has made BPATC as a 'Centre of Excellence' and set a unique model of integrated training in the fields of public administration and management as well as inherited a rich legacy of public administration training.

9.3.2 With a view to bring 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 the 2005-2006 and subsequently Strengthening of Bangladesh Public Administration Training Centre (Phase-II) Project was undertaken To continue with the efforts initiated under those two phases of the SBPATC Project, the strengthening of BPATC (phase-III) Project has been approved for implementation during 2008-2013 with a total cost of Taka 40.00 crore. The project is an effort towards capacity building of BPATC, at the same time, an effort towards capacity building of Bangladesh Civil Service. During the financial year 2010-11, Taka 1220.00 lakh was allocated for the project.

9.3.3 Objectives

1. To develop skill and enhance overall capacity of the Faculty Members (FMs) of BPATC, and concerned officials (prospective FMs of BPATC) to contribute to the improvement of governance and to achieve the MDGs
2. To conduct research on different pressing issues on Public Administration
3. To give international exposure to the participants of BPATC core courses to share knowledge and experiences on public administration reform and best practices
4. To organize local and international regional seminars/ workshops/ training programmes on different contemporary issues
5. To establish linkages with other national and international training institutes including different specialized centers related to public administration and management.

9.3.4 Activities during 2010-2011

A. Overseas study tour programs for the participants of the core courses: Total 382 participants (including members of the course management) took part in the overseas study tour programs arranged by the project during the financial year 2010-2011. Following table provides a detailed overview of this component:

Table 9.1: Overseas Study Tours

Sl no.	Course Name	Study Tour Focus	Number of Participants	Destination Country	Duration
1.	53 rd Senior Staff Course	Administrative Reforms & Public Service Delivery	30	China	10 days
2.	54 th Senior Staff Course	Administrative Reforms & Public Service Delivery	21	China	10 days
3.	55 th Senior Staff Course	Administrative Reforms & Public Service Delivery	35	China	10 days
4.	72 nd Advanced Course on Administration & Development	Local Government Best Practices	33	Vietnam	10 days
5.	73 rd Advanced Course on Administration & Development	Local Government Best Practices	34	Vietnam	10 days
6.	74 th Advanced Course on Administration & Development	Local Government Best Practices	39	Vietnam	10 days
7.	75 th Advanced Course on Administration & Development	Local Government Best Practices	36	Vietnam	10 days
8.	76 th Advanced Course on Administration & Development	Local Government Best Practices	38	Vietnam	10 days
9.	77 th Advanced Course on Administration & Development	Local Government Best Practices	36	Vietnam	10 days
10.	46 th Foundation Training Course	Local Government Best Practices	39	India	10 days
11.	47 th Foundation Training Course	Local Government Best Practices	41	India	10 days
Total			382		

B. *Overseas Short Course*: Total 11 officers took part in the following short course programs under the SBPATC (Phase-III) Project during 2010-2011:

Table 9.2: Overseas Short Course

Sl.	Topic/Focus	No. of Participants	Country	Duration
1.	Short Course on Conflict Management & Negotiation Skill.	10	Thailand	28 days
Total		10		

C. *Overseas Masters*: Five officers took part in Masters Degree programs under the SBPATC (Phase-III) Project during 2009-2010.

D. *In-house Training Courses*: During the same period, the project also offered opportunities for in-house training courses for BPATC officials (Class III Staff). A summary of activities of this component is presented below:

Table 9.3: In-house Training Course

Sl	Course Title	No. of Participants	Venue	Duration
1.	Office Management Course	31	ITC, BPATC	10 days
Total		31		



9.4.1 Project Activities

The Project for Enhancing Capacity of Public Service Training in Bangladesh (ECPUST-BD/TQM) is jointly implemented by Bangladesh Public Administration Training Centre (BPATC) and Japan International Cooperation Agency (JICA). It is working for improving the quality of Public Services through application of Total Quality Management (TQM). The training activities done under this Project in 2010-2011 year are as follows:

Table 9.4: Training Activities of TQM Project

Sl. No.	Event	Date	No. of Participants
1	1 st Kaizen Convention	13.07 2010	45
2	2 nd Upazila Refresher Course on TQM	19.08.2010	22
3	3 rd Upazila Refresher Course on TQM	30.09.2010	23
4	Special TOT Course on TQM	10.10.2010-24.10.2010	18
5	4 th Upazila Refresher Course on TQM	14.10.2010	23
6	5 th Upazila Course on TQM	01.11.2010-04.11.2010	22
7	Motivational Seminar	27.02.2011	26
8	6 th Upazila Course on TQM	28.02.2011-03.03.2011	26
9	5 th Upazila Refresher Course on TQM	27.03.2011	21
10	TQM Courses in Partner Institutes (04)	June/2011	152
		Total	378

The First Phase of this Project ended in June 2011. JICA is planning to finance a five-year long Second Phase of this Project from 2012-2017

9.5 MATT-2 Project

9.5.1 The Managing at the Top 2 (MATT-2) is a seven-year development project designed to train 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 NSAPR 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 of first MATT project in June 2002 when Government of Bangladesh requested DFID to prepare a similar project but larger in size. It formally commenced on 09 January 2006 and scheduled to end on 31 January 2013. Total cost of the project is Tk. 19073.41 (16573.41 FE +2500.00 GOB) lakh.

9.5.2 Goal and Purpose

The goal of the project is to contribute in the development of reformed civil service to promote pro-poor policy and effective and inclusive service 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 objectives of the project are:

- (i) To develop a critical mass of competent, reform-minded, and gender-sensitive civil servants with improved performance and capacity to meet Millennium Development Goals,
- (ii) To develop reformed human resource management systems within the Bangladesh Civil Service, including through the development of the Career Planning Wing,
- (iii) To strengthen civil service training capacity through the development of faculty and training staff at BPATC,
- (iv) To 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) To 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.

9.5.3 MATT-2 Programme Structure

The MATT-2 Project comprises of 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.

9.5.4 Output

The quantitative outputs of the project are as follows:

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

Table 9.5: Number of Participants Attended in MATT-2, Stage-1 Programme during 2010-11

Sl. No.	Name of Batch	Course Period	Duration	Male Participants	Female Participants	Total Participants
1	In-country Top Management Development Workshop Batch-26	25.07.2010-02.09.2010	6 Weeks	39	5	44
2	In-country Top Management Development Workshop Batch-27	19.09.2010-28.10.2010	6 Weeks	40	4	44
3	In-country Top Management Development Workshop Batch-28	31.10.2010-09.12.2010	6 Weeks	39	2	41
4	In-country Top Management Development Workshop Batch-29	09.01.2011-19.02.2011	6 Weeks	33	3	36
5	In-country Top Management Development Workshop Batch-30	27.02.2011-7.04. 2011	6 Weeks	37	7	44
6	In-country Top Management Development Workshop Batch-31	17.04.2011-26.05.2011	6 Weeks	39	7	46
7	In-country Top Management Development Workshop Batch-32	5.06.2011-14.07.2011	6 Weeks	38	6	44
	Total			265	34	299

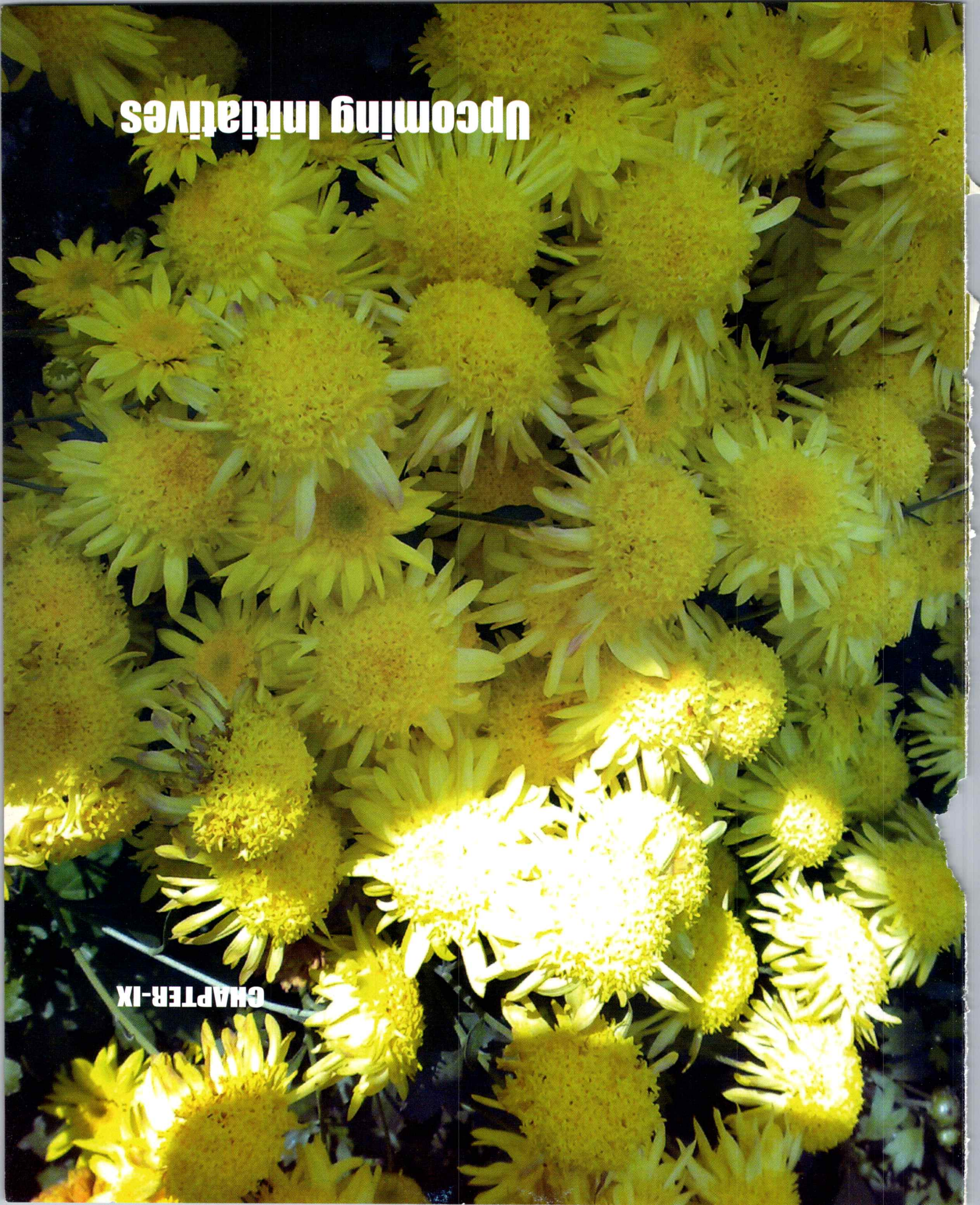
Table 9.6: Number of Participants Attended in Stage-2 Development Programme MATT-2 Project

Sl. No.	Name of Batch	Course Duration	Duration	Male	Female	Total Participants
1.	Stage -2 Development Workshop Batch-9	18/09/2010-30/10/2010	6 weeks	14	06	20
2.	Stage -2 Development Workshop Batch-10	30/10/2010-11/12/2010	6 weeks	16	04	20
3	Stage -2 Development Workshop Batch-11	06/02/11-10/02/11	6 weeks	17	03	20
4	Stage -2 Development Workshop Batch-12	12/03/11-16/03/11	6 weeks	16	04	20
Total				72	18	80



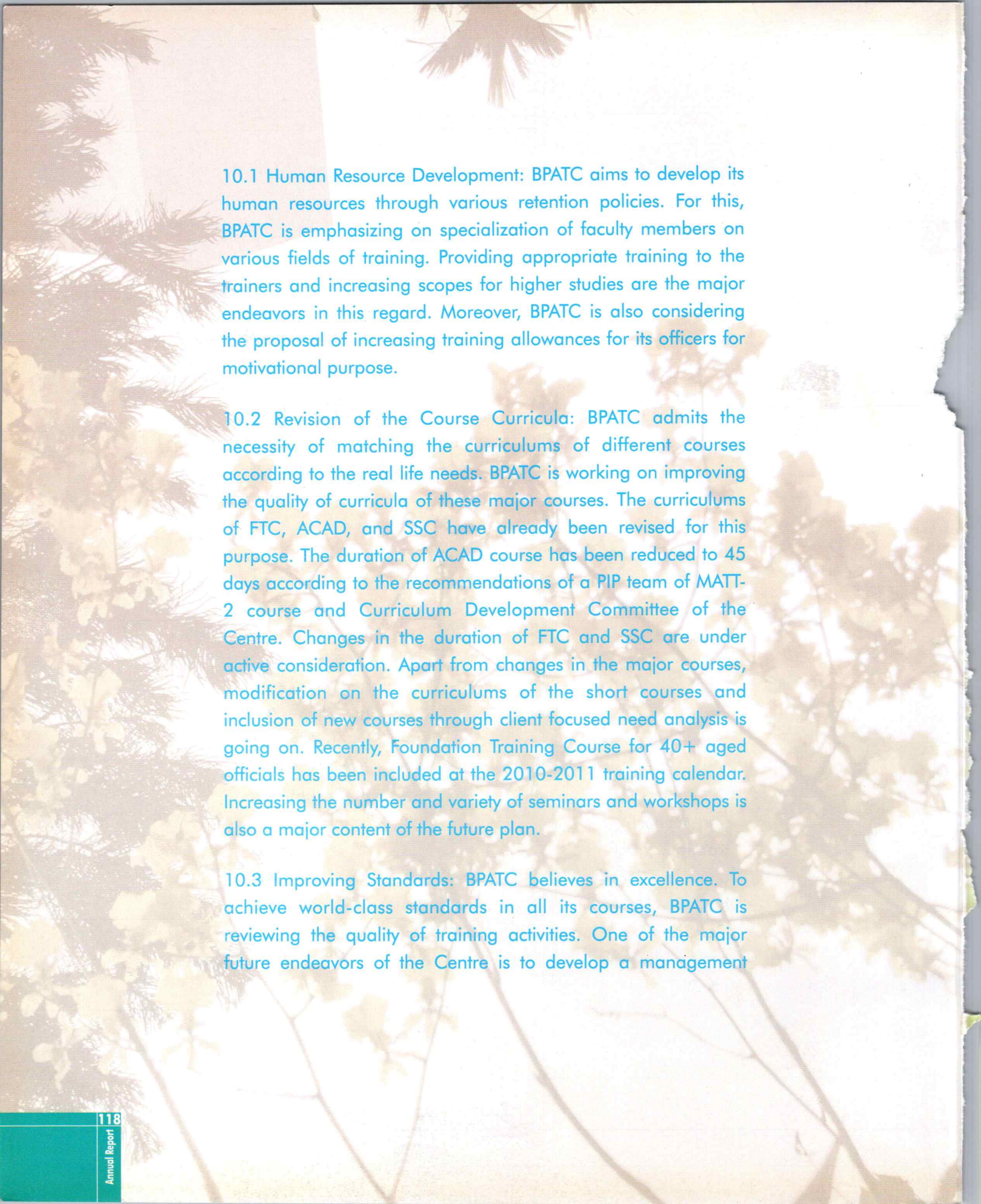


... a big step towards digitization



Upcoming Initiatives

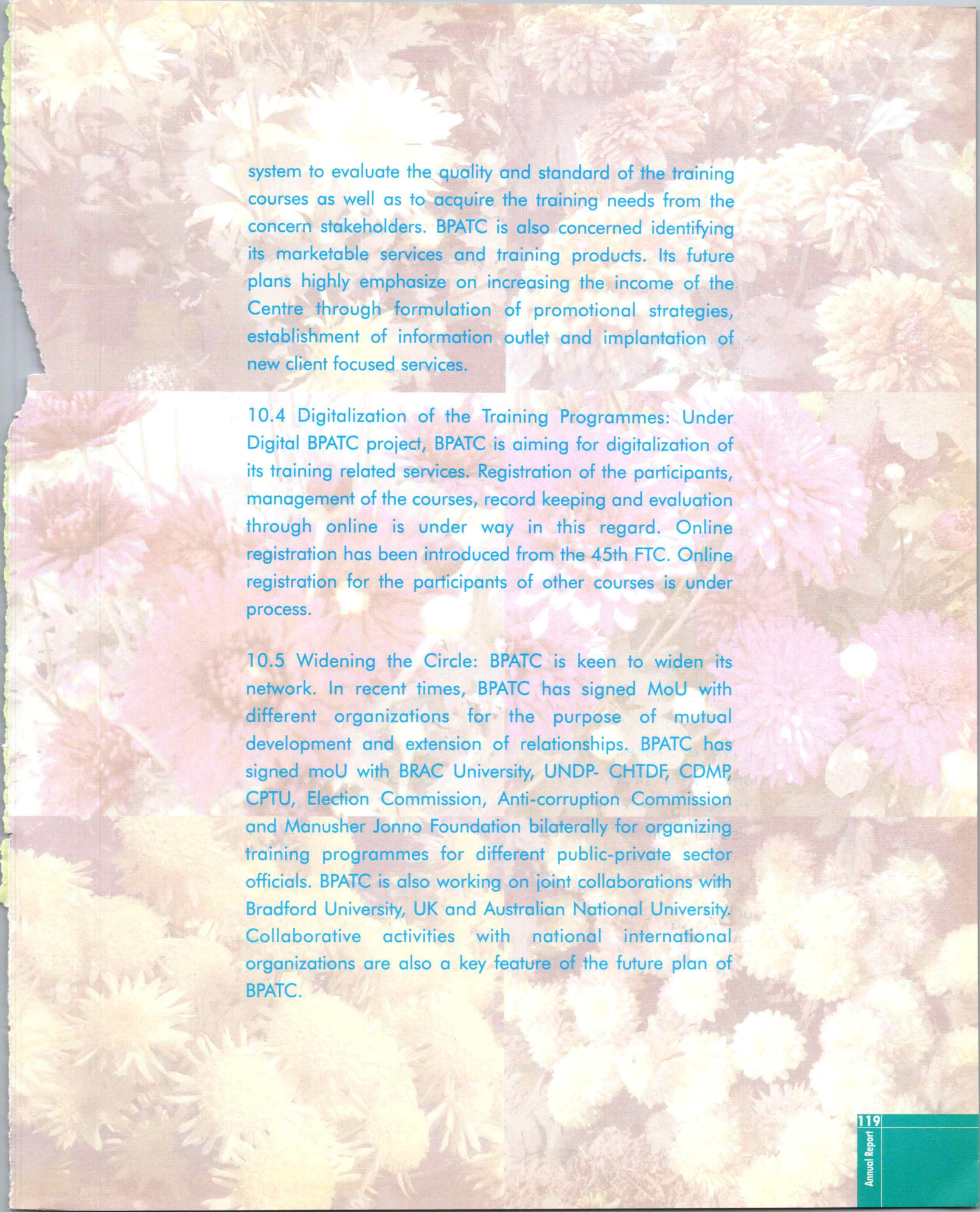
CHAPTER-IX



10.1 Human Resource Development: BPATC aims to develop its human resources through various retention policies. For this, BPATC is emphasizing on specialization of faculty members on various fields of training. Providing appropriate training to the trainers and increasing scopes for higher studies are the major endeavors in this regard. Moreover, BPATC is also considering the proposal of increasing training allowances for its officers for motivational purpose.

10.2 Revision of the Course Curricula: BPATC admits the necessity of matching the curriculums of different courses according to the real life needs. BPATC is working on improving the quality of curricula of these major courses. The curriculums of FTC, ACAD, and SSC have already been revised for this purpose. The duration of ACAD course has been reduced to 45 days according to the recommendations of a PIP team of MATT-2 course and Curriculum Development Committee of the Centre. Changes in the duration of FTC and SSC are under active consideration. Apart from changes in the major courses, modification on the curriculums of the short courses and inclusion of new courses through client focused need analysis is going on. Recently, Foundation Training Course for 40+ aged officials has been included at the 2010-2011 training calendar. Increasing the number and variety of seminars and workshops is also a major content of the future plan.

10.3 Improving Standards: BPATC believes in excellence. To achieve world-class standards in all its courses, BPATC is reviewing the quality of training activities. One of the major future endeavors of the Centre is to develop a management



system to evaluate the quality and standard of the training courses as well as to acquire the training needs from the concern stakeholders. BPATC is also concerned identifying its marketable services and training products. Its future plans highly emphasize on increasing the income of the Centre through formulation of promotional strategies, establishment of information outlet and implantation of new client focused services.

10.4 Digitalization of the Training Programmes: Under Digital BPATC project, BPATC is aiming for digitalization of its training related services. Registration of the participants, management of the courses, record keeping and evaluation through online is under way in this regard. Online registration has been introduced from the 45th FTC. Online registration for the participants of other courses is under process.

10.5 Widening the Circle: BPATC is keen to widen its network. In recent times, BPATC has signed MoU with different organizations for the purpose of mutual development and extension of relationships. BPATC has signed moU with BRAC University, UNDP- CHTDF, CDMP, CPTU, Election Commission, Anti-corruption Commission and Manusher Jonno Foundation bilaterally for organizing training programmes for different public-private sector officials. BPATC is also working on joint collaborations with Bradford University, UK and Australian National University. Collaborative activities with national international organizations are also a key feature of the future plan of BPATC.

