

BPATC

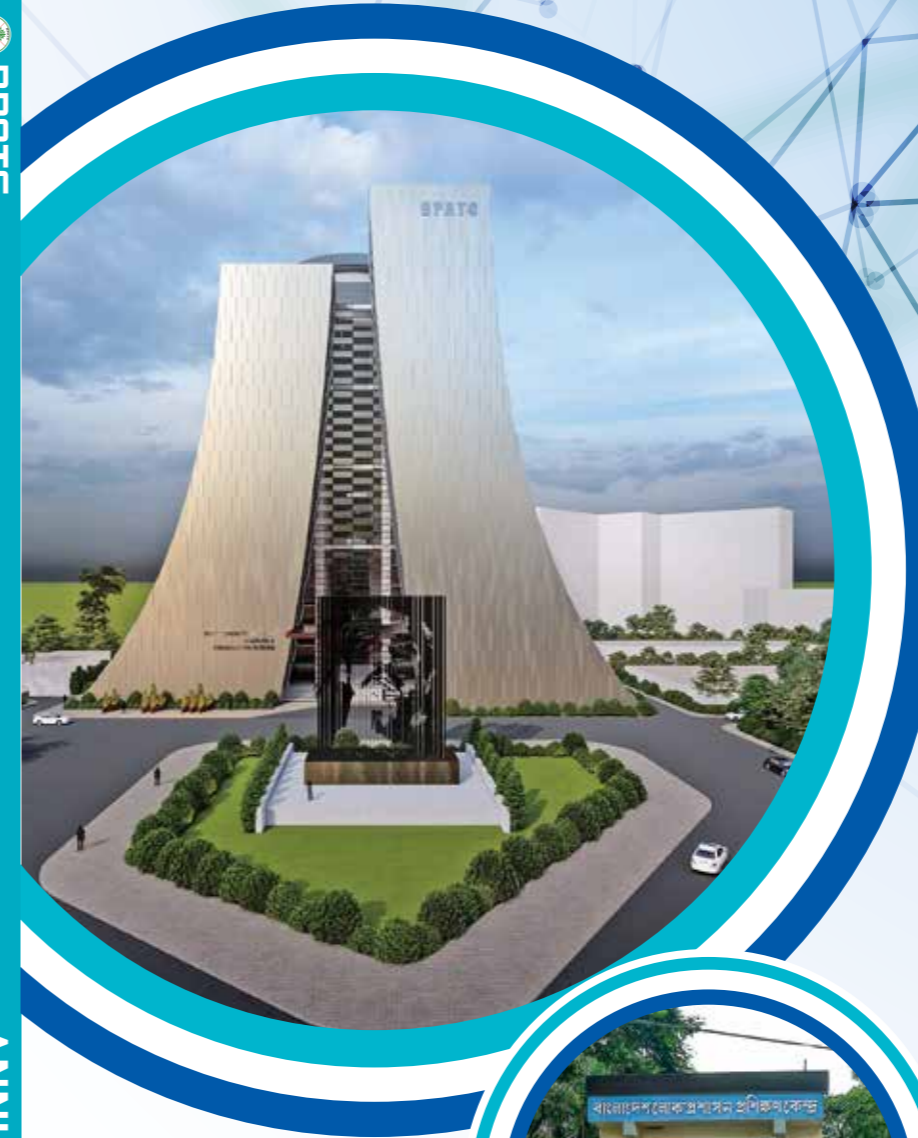


Bangladesh Public Administration Training Centre

Savar, Dhaka
www.bpatc.org.bd

BPATC

ANNUAL REPORT 2021-2022



ANNUAL REPORT 2021-2022

“ **Building Capacity
for Effective, Inclusive
and Accountable
Public Administration
System** ”



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE



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Capacity for **Effective,**
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ANNUAL REPORT

2021-2022

Editorial Contributions

Ramendra Nath Biswas, Rector
Baby Rani Karmakar, Member Directing Staff
Dr. Md. Zohurul Islam, Director (Research and Development)
Md. Morshed Alom, PhD, Deputy Director (Research)
Afia Rahman Mukta, Senior Research Officer
Mohammad Mamun, Senior Research Officer
Rabiul Alam Lokman, Research Officer
Md. Mizanur Rahman, Research Officer

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The National Flag, and the flags of BPATC and Mujib Borsho at the Central Reception



Acronyms and Abbreviations

ACAD	Advanced Course on Administration and Development	IIPA	Indian Institute of Public Administration
ACR	Annual Confidential Report	JICA	Japan International Cooperation Agency
AIT	Asian Institute of Technology	LDC	Least Developed Country
APA	Annual Performance Agreement	LGED	Local Government Engineering Department
ASCI	Administrative Staff College of India	LTA	Library and Training Aid
AVR	Audio Visual and Reproduction	MDS	Member Directing Staff
BARD	Bangladesh Academy for Rural Development	M&D	Management & Development
BASC	Bangladesh Administrative Staff College	MLSS	Member of Lower Subordinate Staff
BCS	Bangladesh Civil Service	MOPA	Ministry of Public Administration
BDT	Bangladeshi Taka	MOU	Memorandum of Understanding
BIAM	Bangladesh Institute of Administration and Management	MPO	Monthly Pay Order
BOD	Board of Directors	M&PA	Management & Public Administration
BOG	Board of Governors	NATA	National Agriculture Training Academy
BPATC	Bangladesh Public Administration Training Centre	NGOs	Non-Government Organisations
BRC	BPATC Research Committee	NID	National Immunization Day
CC	Computer Centre	NIPA	National Institute of Public Administration
CDC	Curriculum Development Committee	NIS	National Integrity Strategy
CEM	Computer Equipment Management System	PMO	Prime Minister's Office
CMT	Course Management Team	PPMC	Policy Planning and Management Course
COTA	Civil Officers' Training Academy	PPR	Planning, Programmemeing and Recording
CTMS	Computerised Training Management System	P&S	Programmeme and Studies
DCID	Duke Centre of International Development	R&C	Research & Consultancy
D&E	Development & Economics	R&D	Research & Development
DIFE	Department of Inspection for Factories and Establishments	RDA	Rural Development Academy
DOICT	Department of Information and Communication Technology	RPATC	Regional Public Administration Training Centre
DPC	Departmental Promotion Committee	RTI	Right to Information
EED	EEducation Engineering Department	SA	Social Accountability
ERD	conomic Relations Division	SDGs	Sustainable Development Goals
ERP	Enterprise Resource Planning	SFTC	Special Foundation Training Course
FBCCI	Federation of Bangladesh Chambers of Commerce and Industries	SLIDA	Sri Lanka Institute of Development Administration
FTC	Foundation Training Course	SPACE	School of Professional and Continuing Education
FY	Fiscal Year	SSC	Senior Staff Course
GOB	Government of Bangladesh	STI	Staff Training Institute
GPA	Grade Points Average	TC	Training Calendar
GPS	Global Positioning System	TMS	Transport Management System
GRS	Grievance Redress System	TOT	Training of Trainers
ICT	Information and Communication Technology	USA	United States of America



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BPATC Theme

“ Building Capacity for Effective, Inclusive and Accountable Public Administration System ”

Vision, Mission and Core Values

Bangladesh Public Administration Training Centre as the apex training institution of the country perceives and expresses common aspirations and expectations of its key stakeholder, the civil servants, who will uphold and remain committed to the core values of the nation i.e. democracy, nationalism, secularism, and social justice. Vision and mission of BPATC, thus, always inspire and create a sense of purpose and commitment in the psyche of all the employees of the organization.

BPATC also believes and practices some fundamental principles and values which create a strong, unique and innovative culture in the organization. The shared vision, mission and core values are described below:



Vision

BPATC becomes a centre of excellence for developing patriotic, competent and professional civil servants dedicated to public interest.



Mission

We are committed to achieving the shared vision through:

- Developing competent and professional human resources by imparting quality training and development programmes;
- Conducting research, publishing books and journals and extending consulting services for continuous improvement of public service delivery system;
- Establishing effective partnership with reputed institutions of home and abroad for developing organizational capacity; and
- Promoting a culture of continuous learning to foster a knowledge-based civil service.



Core Values

BPATC, in all spheres of activities, cherishes the spirit of our great liberation war, fundamental principles of state policy and patriotism; and strives to infuse those among the stakeholders effectively.

BPATC's operating principles are built on core values of discipline, integrity, inclusiveness, professionalism, innovation, team spirit and learning for results. These values influence how we work together, how we serve our clients, how we make decisions, and how we determine our priorities. They reinforce our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organization, we value:

- **Discipline**

We maintain discipline of highest order in every step of our activities. We believe in mutual respect and human dignity. We are committed to creating an environment where all views, opinions and inputs are encouraged and valued.

- **Integrity**

We demonstrate patriotism and ethics in our activities. We do what we say. We practice integrity by ourselves and encourage our trainees to uphold it in their activities.

- **Inclusiveness**

We are committed to achieving a diverse and highly professional workforce at all levels of the organization and to ensuring equity and equal opportunities for all irrespective of faith, creed, ethnicity, language, age, race, gender and physical infirmity. We promote social inclusion and a culture of tolerance and peace.

- **Professionalism**

We show leadership and strive for excellence in our activities by means of professionalism and competencies. We are passionate about the work we do and foster pro-people attitude.

- **Learning for Results**

We impart training for results and take follow up actions to stay relevant. We value and maintain an enabling environment for continuous learning for our clients and ourselves. We are keen to build partnership and collaboration with local and international organizations.

- **Innovation**

We draw inspiration from our shared history and tradition. We are equally committed to finding creative and sustainable solutions to problems in an ever-changing global context. We highly regard innovations in governance and public management.

- **Team Spirit**

We foster esprit de corps in our activities and share our achievements as well as failures among ourselves. We consider every individual of the organization as a valued member of the team where contribution by everybody is recognized. We take careful initiatives to instill team spirit among participants of our programmes.



“ Building
Capacity for **Effective,**
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“The only thing I focus on is how to make the life of the people meaningful, well off and build Bangladesh into a prosperous nation”

Sheikh Hasina, MP

Prime Minister

Government of The People's Republic of Bangladesh



Rector

(Secretary to the Government)
Bangladesh Public Administration Training Centre

Message from the Rector

Bangladesh Public Administration Training Centre (BPATC) is an apex public sector training and research organization in Bangladesh. Its role, responsibilities and composition are laid out in the Bangladesh Public Administration Training Centre Act 2018. Its sub-section 16(1) stipulates the publication of an Annual Report detailing the overall performances of the Centre of the preceding financial year. The Annual Report 2021-22 attempts to reflect the training and research activities, key events, financial status, APA targets and achievements, and other performances of the organization in FY22.

Despite Corona pandemic lingering up until mid-FY22, BPATC continued its training programmes both in-person classes and, where possible, online. Thus, during the reporting period, BPATC was able to complete Foundation Training Course for 622 BCS entrants, Advanced Course on Administration and Development for 83 Deputy Secretaries and equivalent officers from Bangladesh Armed Forces, Bangladesh Police and Foreign Services, and Senior Staff Course for 82 Joint Secretaries and their equivalents from Bangladesh Armed Forces, Bangladesh Police. BPATC also conducted courses for officials of other government departments and its own staff. It funded five research projects on training, public administration and development economics.

As for the capacity development of its faculty, BPATC organized both theoretical and skill-enhancing workshops and seminars on different areas of public administration, development management and ICT. In addition, foreign training has also been arranged for its faculty. For this purpose, BPATC arranged foreign training for a number of its faculty abroad. It has initiated the collaborative programme with internationally reputed organizations including Harvard Kennedy School of Government and development partners like Japan International Development Agency.

Since its inception, BPATC has been transmitting a dream amongst the participants aligning with the dream of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman to build a hunger-free, poverty-free, happy and prosperous Sonar Bangla or Golden Bengal. The training curricula, in some cases, have been redesigned and updated in such a way that the civil servants can lead the country to achieve agenda 2030 for sustainable development and vision 2041.

I offer my heartiest thanks to all staff and faculty members for providing input and information and hard work for contributing to editing this report. The report becomes a valuable document for the future. We appreciate any kind of observations, comments, and recommendations from interested readers that will enrich the future publication of the report.

Ramendra Nath Biswas

Rector (Secretary to the Government)
 Bangladesh Public Administration Training Centre



CHAPTER ONE

INTRODUCING BPATC

1.0 About BPATC

Bangladesh Public Administration Training Centre, established as a statutory body¹ in 1984 and governed by a Board of Directors headed by the Hon'ble Prime Minister, is mandated to conduct among others training and research. As the mandatory training destination for the new entrants of Bangladesh Civil Service (BCS), the Centre also offers innovative, impactful and need-based training to mid and senior bureaucrats. As a training hub, BPATC supports a learning environment where civil servants become future-ready, and can deepen their knowledge and skills through interaction with public and private sector leaders, policy makers and academics. BPATC plays the role of a catalyst affecting transformation of general workforce into an effective, efficient and result-driven human resource pool.

1.1 Functions of BPATC

According to Section VI of the BPATC Act 2018, the major functions of the Centre are:

- a) Conduct training for senior executive officials of the government of Bangladesh and business institutions so that they may play effective roles in a dynamic and developing society;
- b) Provide on-the-job training for the employees of the republic and the people who work under local authority;
- c) Conduct foundation training for different civil service cadre officials of Bangladesh;
- d) Conduct research/case study on public administration and development;
- e) Publish books, journals & reports relating to administration and development;
- f) Establish and maintain libraries and reading rooms;
- g) Provide consultancy to the government, if and when necessary, regarding administration and development to solve specific problems; and
- h) Other activities to implement the objectives of the Act.

1.2 Board of the Centre

The general management and administration of the Centre is vested with a Board comprising 17 members. The chairperson of the Board is the Hon'ble Prime Minister.

¹ BPATC was established by the promulgation of an ordinance in 1984 which was later replaced by an Act of Parliament named BPATC Act, 2018 (Act No.64 of 2018)



BOD Members

Chairperson



SHEIKH HASINA, MP

Honourable Prime Minister
Government of the People's Republic of Bangladesh

Members



Farhad Hossain, MP
Minister of State
Ministry of Public Administration



Khandker Anwarul Islam
Cabinet Secretary
Cabinet Division, Bangladesh



K. M. Ali Azam
Senior Secretary
Ministry of Public Administration



Abdur Rouf Talukder
Senior Secretary
Finance Division, Ministry of Finance



Md. Mahub Hossain
Secretary
Secondary and Higher Education Division



Ramendra Nath Biswas
Rector
Bangladesh Public Administration Training Centre



Professor Dr. Farjana Islam
Vice-Chancellor
Jahangirnagar University



Prof. Dr. M. Rostom Ali
Vice-Chancellor
Pabna University of Science and Technology



Major General Md Jubayer Salehin, SUP, NDU, PSC
Commandant
Defense Services Command and Staff College (DSCSC)



Md. Jashim Uddin
President
Federation of Bangladesh Chambers of
Commerce and Industry (FBCCI)



Dr. Ferdous Arfina Osman
Chairman
Department of Public Administration
University of Dhaka



Mohammad Abdullah
Former Senior Secretary &
Former Rector
BCS Administration Academy



Munshi Foyez Ahmed
Former Ambassador & Former Chairman
Bangladesh Institute of International
and Strategic Studies (BISS)



Mushfeka Ikfat
Former Senior Secretary
Government of Bangladesh



Nihad Kabir
President
Metropolitan Chamber of Commerce
and Industry, Dhaka

1.3 Organogram of the Centre

The chief executive of the organization is Rector who is appointed by the government and is usually a secretary/senior secretary to the government. At present, Mr. Ramendra Nath Biswas, Secretary to the Government and a member of BCS Administration has been serving as the head of the organization since 2nd January, 2022. He succeeded Mr. Monjur Hossain, (now Secretary, Bridges division) who served the Centre from 24th May 2021 to 1st January 2022.

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, and (vi) Management & Development (M&D).

Each of the divisions is directed by a Member Directing Staff (MDS). An MDS is an Additional/Joint Secretary to the

government or of equivalent rank. Each of the divisions is divided into several departments, and a department is divided into branches. Each of the branches is further divided into sections. 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. The manpower was 430 posts in the organogram of 1984. Later, 220 more different posts were created at different times. Besides these, 14 posts of Grade-20 are of outsourcing. Currently, the total manpower of the organogram is 650 plus 14. The organogram includes the manpower of four Regional Public Administration Training Centres (RPATCs). Each RPATC has 29 posts.

As per the organogram of the Centre, the grade-wise distributions of human resources are summarised in the following table and the details are available in **Annexure 1**.

Table 01: Grade-wise manpower

Grade-wise Employees	Sanctioned Post	Existing Manpower	Vacant Post
Grade 9 and Above	120	89	31
Grade 10	24	16	8
Grade 11-16	234	173	61
Grade 17-20	272	193	79
Total	650 + Outsourcing 14	471	179



CHAPTER TWO

ADMINISTRATIVE ACTIVITIES AND ACHIEVEMENTS

2.0 Administrative Activities at BPATC

The administrative department plays a pivotal and strategic role in enabling the organization achieve its goals. Its main responsibilities entail human resource management, nurturing faculty and staff members, ensuring logistical support, managing finance and procurement, housekeeping and estate management. The department also liaises with the Ministry of Public Administration, the supervisory ministry for HRD and training across the public sector. There are three functional units under the administration department, namely Administration, Service, and Finance, each headed by a deputy director supervised by Director (Administration).

2.1 Celebrating Mujib Borsho

The birth centenary of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman was celebrated in the Centre with due diligence. On the occasion of Mujib Borsho (Mujib Year) BPATC staged detailed and elaborate activities and brought out several publications. To coordinate these activities, BPATC designated renowned novelist Ms. Selina Hossain as 'Bangabandhu Chair' for initially a period of one year that was later extended (4 March 2020 to 31 December 2021). A secretariat was established with Mr. Md. Atikuzzaman, Director as focal point, Director, and Mr. Md. Motaher Hossain, Deputy Director, Ms. Iffat Jahan,



BPATC set up 'Tarjani' on the occasion of 'Mujib Borsho'

Deputy Director and Ms. Samiyana Sultana, Evaluation Officer as officials.

The notable activities during Mujib Borsho are as follows:

- On the occasion of the birth centenary celebrations of the Father of the Nation, a memorial was constructed at the entrance of the Centre. The memorial is named as 'Bangabandhu Torjoni' (Bangabandhu's index finger). The raised index finger pictured during the historic 7th March Speech in 1971 has become an iconic depiction of the determination and leadership of the Father of the Nation.
- Newsletter (April-June and July-September 2020) was published highlighting 'Mujib Borsho'.
- A quiz competition was organized for the participants of Foundation Training and other courses.
- BPATC officials and staff visited memorial sites of the Father of the Nation (Bangabandhu Memorial Museum, Tungipara Bangabandhu Mausoleum and Liberation War Museum) to pay homage and to deepen knowledge about the Father of the Nation.
- A short course was organized online on 'Bangabandhu's Ideology and State Thoughts, Socio-Economic Thoughts and Plan and Development Thoughts'.
- A research project titled "Education Thoughts of Bangabandhu: An analysis of Quadrat-e-Khuda Education Commission



'Bangabandhu Chair' of BPATC, Ms. Selina Hossain, renowned novelist and officials of the Mujib Borsho Secretariat posing for a photograph



Report" was carried out to highlight the reflection of the philosophy of Bangabandhu. The research was conducted by a team faculty members of BPATC.

- A commemorative seminar series of 12 seminars on 12 themes highlighting chequered life of Bangabandhu were successfully arranged and a special issue of BPATC Lok-Prashasan Patrika featuring key-note speeches delivered in Seminars was published.

- A special discussion programme on Bangabandhu's Birth Anniversary and National Children's Day was organized where 'Bangabandhu Chair' of BPATC Ms. Selina Hossain delivered a keynote speech.

- A discussion programme was organized on 16 December 2021 with Ms. Selina Hossain as the main speaker to instil Bangabandhu's philosophy in the minds of children and students of BPATC school.

- BPATC published a book essays titled 'বঙ্গবন্ধুর রাজনৈতিক ও কর্মজীবনের উপর নির্বাচিত প্রবন্ধ' (Selected Essays on Politics and Career of Bangabandhu) on the occasion of the birth centenary of the Father of the Nation.

- During Mujib Year 2021-22, the Bangabandhu Chair of BPATC Ms. Selina Hossain regularly delivered talks on "Life Sketches and Philosophy of the Father of the Nation" in the training programmes at BPATC.



Ms. Selina Hossain, 'Bangabandhu Chair' of BPATC, delivering keynote speech on the occasion of Bangabandhu's Birth Anniversary and National Children's Day before the 72nd FTC trainees.

2.2 Observance of National and International Days/Events

Throughout the year, BPATC observed different national and international days and events with due solemnity and fervour. International Mother Language Day (February 21), Historical 7th March, International Women's Day (March 08), Birthday of the Father of the Nation (March 17), Genocide Remembrance Day (March 25), National Independence Day (March 26), Public Service Day (June 23), National Training Day (January 23), National Mourning Day (August 15), Sheikh Russel Day (October 18) and Victory Day (December 16) were celebrated in the Centre with participation by Faculty and Staff Members as well as the participants of different courses. Observance of the days

included special discussion programmes, rallies, art and essay contests for children, placing of flower wreaths, visits to the National Mausoleum, blackout, remembrance of martyrs etc. On different occasions, dignitaries like Ms. Fatema Yesmin, Secretary, Economic Relations Division, Ms. Sharifa Khan, Member (Secretary), Planning Commission, Dr. Sanjida Akhter, Associate Professor, Department of Women and Gender Studies, University of Dhaka, Ms. Selina Hossain, Bangabandhu Chair at BPATC and Dr. Mohammed Farashuddin, former governor of Bangladesh Bank were invited as chief guests or key-note speakers.



Rector of BPATC and Trainees of the 73rd FTC paying tribute to the Martyrs at BPATC Shaheed Minar on the International Mother Language Day



Rector of BPATC presiding over a discussion programme organized by BPATC on 21st February 2022



Rector of BPATC and participants of FTC paying tribute to the portrait of the Father of the Nation on the National Mourning Day.



BPATC organized a discussion programme on the 'Birth Anniversary of the Father of the Nation and National Children's Day 2021'



BPATC observed the 'Sheikh Russel Day' on 18 October 2021



2.3 Celebration of the Golden Jubilee of Independence 2021

The Centre celebrated the Golden Jubilee of Independence on 16 December, 2021. A discussion meeting was arranged involving the participants of ongoing courses and faculty members. The theme was “Achieving National Prosperity through the Best Use of

Digital Technology and the Spirit of Liberation War in Construction of Sonar Bangla.” Besides, Bangabandhu Chair of BPATC Ms. Selina Hossain gave a talk on Bangabandhu's philosophy of life to the students of BPATC School and College.



Ms. Selina Hossain, Bangabandhu Chair of BPATC attending the event of Golden Jubilee of Independence 2021 celebrated by BPATC

2.4 Promotion and New Recruitment

The administration department organized a number of the Departmental Promotion Committee (DPC) meetings, recruited new employees, promoted incumbents to the next grades and processed job confirmation of employees.

In FY 2021-22, a total of six meetings of the DPC-1 and the DPC-2 were held. In these meetings, three officials of Grade 9 and above, and 16 employees of Grade 10-16 were promoted to the next respective grades. Furthermore, 93 employees were recruited in this financial year (see Table 2.1)

Table 2.1: Employees joined, promoted, retired, resigned, and died during the period of July 2021 to June 2022

Grade	Employees Joined	Employees Promoted	Employees Retired	Employees Resigned	Employees Died
9 and above	-	3	02	-	-
10	-	2	01	-	-
11-16	15	14	-	-	
17-20	77	-	20	-	02*
Total	92	19	23		02

1. Sayed Farid Ahmed, Classroom Attendant
2. Anowara Begum, Room Bearer

2.5 Other Activities

- A final consolidated seniority list of employees (10-20 grades) was published in 2022 based on the decisions of a meeting.
- A seniority list of the 5th to 9th grades employees has been published.
- Identification cards were provided to 93 employees in 2021-22.
- ACR of BPATC's employees (Grade 11-16) was made accessible through PMIS Software
- Casual Leave application is now being placed and approved online through ERP application software

2.6 National Integrity Strategy Award

In fulfilment of the provision of the National Integrity Strategy (NIS), BPATC formed a committee for selecting NIS awardees. Mr. Md. Akram Ali, Deputy Director and Mr. Md. Shamim Adnan, Assistant Director (1-10 grade category) and Mr. Md. Siddiquir Rahman, Computer Typist, Mr. Md. Abdul Quddus Mia, MLSS (11-20 grade category) received the NIS Award this year.

2.7 Medical Facilities

BPATC Clinic offers primary health care services to the participants of various training courses, employees and their family members. The Medical Officers of the Clinic manage the daily outdoor patients and give consultations to them. The Medical Officers also attend to the emergency patients at any time round the clock on-call basis and manage them as per circumstances. The Clinic arranged health check-up sessions for the participants of all courses at the beginning of the course. The number of service recipients from the BPATC medical facilities is available in **Annexure 2** in some details.

2.7.1 Covid Management

Covid pandemic situation worsened all over the country last year. Several waves of Coronavirus infection also affected the residents of BPATC campus. The clinic outdoors remained open according to the instruction of the authority during the peak period of Covid-19. Last year, about 100 participants who had Covid-like symptoms were quarantined in the dormitory. Among them, 26 participants tested Covid positive. Moreover, 53 employees and their family members who reside on campus were tested Covid positive. In compliance with the government's Covid protocol, following steps were taken to prevent the spread of Covid-19 in residential and office quarters of the Centre:

- a) Safety measures including distribution of soap, hand sanitiser, masks, hand-gloves etc., have been ensured. Hand-wash facilities were installed at the entrance of the Centre and in the residential areas. Hand washing and body temperature checking were ensured at the entrance of the Centre
- b) Hand gloves and face masks were provided to all security guards regularly
- c) Wearing face-masks in mosques and discouraging children, aged and ailing people from entering the mosque were ensured;
- d) Regular monitoring and motivation were carried out in office and residential areas, especially in shopping centre or canteens, to use corona resistance masks and maintain social distance.



2.7.2 Pathology Laboratory

BPATC Clinic has a small pathology laboratory where some common pathology and haematology tests are done. Nominal fees are charged for pathological investigations. In 2021-22, 1323 patients had different pathological and 365 patients had ultrasonogram tests in the Clinic. Thus, BPATC Clinic has earned about BDT 2.6 lakh.

2.7.3 Physiotherapy Service

A physiotherapy unit operated by the BPATC Clinic provided services to 5647 participants and campus residents in FY 2021-22. In addition, Medical Officers of the Clinic also conducted some sessions in various training courses on different health-related topics including physiotherapy.

2.7.4 Special Health Programmes

- EPI programmes for the children
- Family planning services
- National Immunization Day (NID) programmes and
- Vitamin-A capsule campaign, etc.



CHAPTER THREE

TRAINING AND FACULTY DEVELOPMENT



Mr. Abu Momtaz Saduddin Ahmed, MDS, giving certificates to the participants of a 'Training of Trainers' course.

3.1 Civil Service Training Programmes

The foremost responsibility of BPATC is to impart training to civil servants. Courses conducted at BPATC are of two types: (i) core and (ii) non-core courses. Core courses are the flagship programmes conducted at the behest of the Ministry of Public Administration (MoPA). Following courses fall into this category: (i) Foundation Training Course (FTC) for new entrants in civil service; (ii) Advanced Course on Administration and Development (ACAD) for deputy secretary/equivalent officers from defence services; (iii) Senior Staff Course (SSC) for joint secretary/equivalent officers from defence services; and (iv) Policy Planning and Management Course (PPMC) for additional secretaries to the government. All these courses are residential, and on-campus. MoPA issues the nomination order of trainees and allocates budget for the programmes.

The Centre prepares a Training Calendar (TC) at the outset of each FY for timely commencement of courses.

3.1.1 Foundation Training Course (FTC)

BPATC Act 2018 mandates the Centre for six-month rigorous foundational training of newly recruited civil servants. This training is required for their service confirmation. FTC aims at inducting the freshers in civil service through orientation on service rules and norms, empathy building, organizational leadership and skill development. BPATC facilitates an engaging learning environment, plentiful resources and a platform for peer learning. Young members of different service cadres² are pulled together so that they develop esprit de corps resulting in unity in civil services.

During 2021-22 FY, BPATC organized two Foundation Training Courses namely 72nd and 73rd FTCs.

The 72nd FTC was held between 24 August 2021 and 29 January 2022. A total of 622 trainee-officers participated in this course. Due to infrastructural constraints, a portion of the cohort went to seven other partnering organizations³ who conducted the training under the supervision of BPATC. The 73rd FTC was held from 20th February to 18 August 2022 and 461 participants joined the course. Like before, the course simultaneously took place at BPATC and five other training institutions namely BIAM, Dhaka; BIAM, Bogura; NATA, Gazipur; RDA, Bogura; and RPATC, Chattogram. A total of 248 officers received the training at partnering organizations while BPATC catered for 213.

² Bangladesh Civil Service comprises 27 cadres of which BPATC caters for 25 (excluding BCS Education and BCS Health.)

³ The institutions were BIAM, Dhaka; BIAM, Bogura; RPATC, Chattogram, BARD, Cumilla; RDA, Bogura; Postal Academy, Rajshahi; NATA.



Mr. Asaduzzaman Noor, Honorable Member of the Parliament, sharing his experience with FTC trainees



Mr. Farhad Hossain, MP, Honorable State Minister, Ministry of Public Administration, conducting a session

Partnering with other training academies for conducting FTC is a stopgap measure to accommodate an increased number of incumbents. However, the programme at outer centres was very much under the auspices of BPATC and the Centre ensured the quality and coherence. The following tables present details of different FTCs:

Table 3.1: Cadre/service-wise distribution of participants of the 72nd FTC

Cadre/Service	Participants		
	Male	Female	Total
BCS (Administration)	203	80	283
BCS (Foreign Affairs)	18	4	22
BCS (Police)	112	12	124
BCS (Tax)	30	5	35
BCS (Audit & Accounts)	32	5	37
BCS (Roads & Highways)	2	0	2
BCS (Fisheries)	6	2	8
BCS (Food)	2	1	3
BCS (Customs)	0	1	1
BCS (Public Works)	28	2	30
BCS (Information)	13	2	15
BCS (Ansar)	30	10	40
BCS (Statistics)	2	0	2
BCS (Family Planning)	7	1	8
BCS (Postal)	9	1	10
BCS (Cooperative)	1	1	2
Total=	495	127	622



K. M. Ali Azam, Senior Secretary, MoPA conducting a session with the trainees of the 73rd FTC

Table 3.2: : Institution-wise distribution of participants of the 72nd FTC

Institutions	Participants		
	Male	Female	Total
BPATC	200	53	253
BIAM Foundation, Dhaka	31	09	40
BIAM Foundation, Bogura	33	12	45
BARD, Cumilla	48	13	61
RDA, Bogura	39	18	57
Postal Academy, Rajshahi	39	8	47
NATA, Gazipur	64	7	71
RPATC, Chattogram	41	8	49
Total=	495	127	622

Table 3.3: Cadre/service-wise distribution of participants of the 73rd FTC

Cadre/Service	Participants		
	Male	Female	Total
BCS (Administration)	04	10	14
BCS (Police)	06	06	12
BCS (Foreign Affairs)	0	02	02
BCS (Information)	09	02	11
BCS (Ansar)	02	0	02
BCS (Customs)	0	01	01
BCS (Agriculture)	124	48	172
BCS (Fisheries)	12	08	20
BCS (Livestock)	66	22	88
BCS (Statistics)	0	01	01
BCS (Railway Transport and Commercial)	15	01	16
BCS (Forest)	17	04	21
BCS (Public Works)	55	09	64
BCS (Roads & Highways)	32	05	37
Total=	342	19	461

Table 3.4: Institution-wise distribution of participants of the 73rd FTC

Institutions	Participants		
	Male	Female	Total
BPATC			
BPATC	155	58	213
BIAM Foundation, Dhaka	20	18	38
BIAM Foundation, Bogura	38	8	46
RDA, Bogura	38	17	55
NATA, Gazipur	58	15	73
RPATC, Chattogram	33	3	36
Total=	342	19	461



Dr. Md. Enamur Rahman, Honorable State Minister, Ministry of Disaster Management and Relief, delivering his speech in a session of the 73rd FTC

3.1.2 Advanced Course on Administration and Development (ACAD)

ACAD is a two-month programme for deputy secretaries and equivalent officers from defence, police and foreign services. During the FY 2021-22, BPATC organized three ACADs namely 133rd, 134th, and 135th, for a total of 83 officers. ACAD serves as a launching pad for civil and military bureaucrats to become future-ready for assuming leadership roles in the public sector. This training focuses on the knowledge and skill development on public procurement, budgeting, planning, SDGs and ICT. Table 3.5 highlights the accomplishments of ACAD in 2021-2022.

Table 3.5: Batch-wise distribution of participants of ACAD

Batch	Timeline	Participants		
		Male	Female	Total
133 rd ACAD	12/09/2021-10/11/2021	23	06	29
134 th ACAD	05/12/2021-02/02/2022	17	08	25
135 th ACAD	14/03/2022-12/05/2022	26	03	29
Total=		66	17	83

3.1.3 Senior Staff Course (SSC)

SSC is a 45-day course aiming at enhancing the next generation thought-leader’s understanding of policy with the opportunity to analyze critical issues concerning governance and development facing the country. Four courses - 98th through 101st SSC - were organized at BPATC in FY 2021-22. The following table (3.6) presents detailed information on the SSC.

Table 3.6: Batch-wise distribution of participants of SSC

Batch	Timeline	Participants		
		Male	Female	Total
98 th SSC	19/09/2021-02/11/2021	10	06	16
99 th SSC	26/12/2021-08/02/2022	17	08	25
100 th SSC	15/03/2022-28/04/2022	18	03	21
101 st SSC	16/05/2022-29/06/2022	19	01	20
Total=		64	18	82

3.1.4 Policy, Planning and Management Course (PPMC)

PPMC is a twelve-day programme followed by a five-day overseas training part⁴ for the Additional Secretaries to the government, and the highest level of formal training scheme for the civil servants. Critical policy and strategic issues are discussed and diagnosed in this course. In FY 2021-22 one PPMC was organized in which 24 officers participated. As part of the course, the participants will attend an overseas training to gain hands-on experience in development and governance.

Table 3.7: Batch-wise distribution of participants of PPMC

Batch	Timeline	Participants		
		Male	Female	Total
22 nd PPMC	09/01/2022-20/01/2022	20	04	24
Total=		20	04	24

Extracurricular Activities: Extracurricular activities are an embedded part of courses conducted by BPATC. Apart from academic sessions participants actively engage in cultural functions, sports and literary activities. Courses are designed specifically to create scope for development of creative faculty of the participants. (See Annexure for Picture).

3.1.5 Special Foundation Training Course (SFTC)

Besides core courses, BPATC organizes tailor-made training programmes at the request of different government organizations or statutory bodies. These non-core courses include Special Foundation Training Course (SFTC), basic course, theme-based short course etc.

SFTC usually runs for two months and is organized for non-cadre officials of Grade 9 and above from different government departments. In FY 2021-22, BPATC organized 10 SFTCs for the officials of the Department of Information and Communication Technology (DoICT), Department

⁴ All participants of ACAD, SSC and PPMC are sent to different reputed institutes and universities in Australia, India, Thailand and the USA for overseas training.



of Inspection for Factories and Establishments (DIFE) and Education Engineering Department (EED). Other than duration, SFTCs maintain the same rigour and intensity of regular FTCs. The following table presents a detailed picture of the SFTCs conducted in the reporting year:

Table 3.8: Batch-wise distribution of participants of SFTCs

Batch	Timeline	Participants		
		Male	Female	Total
11 th SFTC (DoICT)	12/09/2021-10/11/2021	24	06	30
12 th SFTC (DoICT)	12/09/2021-10/11/2021	25	05	30
SFTC for the Official of DIFE (RPATC, Dhaka)	19/09/2021-17/11/2021	22	08	30
13 th SFTC (DoICT)	22/11/2021-20/01/2021	26	04	30
14 th SFTC (DoICT)	22/11/2021-20/01/2021	26	04	30
SFTC for the Official of EED (RPATC, Dhaka)	16/01/2022-16/03/2022	27	02	29
15 th SFTC (DoICT)	27/02/2022-27/04/2022	27	03	30
16 th SFTC (DoICT)	27/02/2022-27/04/2022	27	03	30
2 nd SFTC for the Official of EED	28/03/2022-04/06/2022 (excluding 29 April-07 May 2022)	29	00	29
2 nd SFTC for the Official of DIFE (RPATC, Dhaka)	05/04/2022-12/06/2022 (excluding 29 April-07 May 2022)	24	06	30
Total		257	41	298

3.2 Curriculum Development

Course curricula are routinely updated specially before the start of any course. The responsibility is entrusted with a Curriculum Development Committee (CDC) headed by MDS (P&S) and comprises all other MDS and concern Directors. The committee periodically reviews the course contents taking into account the feedback from participants of previous courses. In 2021-22, a total of six CDC meetings were held. The details of the meetings are shown in the box:

Table 3.9: Information about CDC meetings

Sl. No.	Meeting Name	Target in APA	Date	Agenda/Details of the Meetings
01.	Meeting to design/ update/ upgrade/ revise/ review/ develop Course Curriculum	no specific target	03 August 2021	A special meeting was arranged to revisit the then-existing curriculum of FTC and introduce necessary modifications and changes, taking into account contemporary national, international issues and the ministry's recommendations.
			10 August 2021	Placing BPATC's recommendations on a proposed training programme (i.g., Development Administration) to be organized by the National Academy of Development Administration (NADA).
			08 September 2021	Proposing the final curriculum of the SFTC of DIFE (Department of Inspection for Factories and Establishments) Officials.
			19 October 2021	Upgrading the course content of ToT (Training of Trainers) and the SFTC of the Officials of DoICT (Department of ICT).
			28 October 2021	Preparing/finalizing the curriculum of SFTC of the Officials of EED (Education Engineering Department).
			28 December 2021	Upgrading the content/curriculum of the oncoming Policy, Planning and Management Course (22nd PPMC).
			02-03 February 2022	Updating and incorporating the essential changes to the curriculum of the 73 rd FTC (Foundation Training Course).
			11 May 2022	Reviewing the course content and curriculum of the oncoming ACAD, SSC, and PPMC.
			06 June 2022	Designing the curriculum of the two weeklong short training programmes for the Officials of BoU (Bangladesh Open University).
27 June 2022	Preparing a draft curriculum for ToT (Training of Trainers) and a short course titled 'Financial and Procurement Management'. The discussion also took place to design tentative contents 'Gender Issues', and 'Project Management Course'.			

3.3 Workshops and Seminars

BPATC organized 20 workshops and seminars as part of its regular core activity as well as part of its collaboration with the Platform for Dialogue (P4D) project under Cabinet Division. In the workshops/seminars, Faculty members of BPATC, trainees of different courses as well as representatives of different ministries/divisions participated. The following table presents an overview of the accomplishments of workshops/seminars.



Faculty members participating in a workshop on 4IR organized by BPATC



Table 3.10: Information about workshops/seminars held at BPATC in FY 2021-22

Name of workshop/seminar	Timeline	Participants		
		Male	Female	Total
Seminar on Research findings dissemination	11/10/2021	33	07	40
Workshop on Leaders of Today & Tomorrow	14/10/2021-15/10/2021	25	02	27
Seminar on Research findings dissemination	25/10/2021	31	07	38
Workshop on the update of FTC Curriculum	12/12/2021	58	11	69
Workshop on the update of FTC Curriculum	13/12/2021	58	11	69
Workshop on Developing the Wish list for the multiple Projects of RPATC's	03/03/2022	67	15	82
Curriculum Development of RPATCs	06/03/2022	14	06	20
Workshop on Field attachment of 73 rd FTC	19/05/2022	80	20	100
Workshop on Annual Confidential Report (ACR)	06/03/2022	57	13	70
Total				395

Besides these, BPATC organized 12 more workshops/seminars under Platform for Dialogue⁵ (P4D) Project in FY 2021-22.

3.4 Overseas Training/Study Visit Core courses i.e. FTC, ACAD, SSC and PPMC have overseas training/study visit part included within the design of the courses. While only toppers (10% in the reporting year) of FTC get the chance to go abroad for study visits, all participants of other core courses have the privilege to take part in the foreign training segment, a mandatory part for obtaining final certificate. However, since the Covid-19 outbreak in 2020, foreign training has come under restrictions. It's only in the reporting year that the participants of the Senior Staff Course of 93rd, 94th, 95th and 96th batches took part in overseas training University of Alabama at Birmingham, USA. The programme was organized by the Ministry of Public Administration following its MoU with the aforementioned university. The following table depicts information on foreign training conducted in FY 2021-22:

⁵ P4D is an ongoing project implemented by the Cabinet Division jointly funded by GoB, EU and British Council. The project aims at improving good governance by strengthening government's accountability mechanisms. BPATC, as partner of P4D, organizes workshops on Social Accountability Tools for the participants of different courses and for the field-level officials.

Table 3.11: Information about foreign training part of SSC

Course	Country	Duration	Participants		
			Male	Female	Total
Senior Staff Course (SSC)	USA	19-29 March 2022	27	02	29
Senior Staff Course (SSC)	USA	16-26 April 2022	25	05	30
Senior Staff Course (SSC)	USA	10-20 May 2022	38	01	37
Total			52	07	59

3.5 Human Resource Development Activity

BPATC organizes overseas training programmes for its faculty to enhance capacity. These overseas programmes are funded by GoB and development partners. The following table presents an overview of the foreign training and educational programme in the reporting year:

Table 3.12: Information about foreign training of BPATC's faculty members in FY 2021-22

Course	Country	Duration	Participants		
			Male	Female	Total
KOICA-Yonsei Master's Degree Programme in e-Government and Public Management for ASEAN	Republic of Korea	16/08/2021-31/12/2022	-	01	01
Doctor of Philosophy (PhD)	Malaysia	01/10/2021-01/10/2024	01	-	01
Study Visit	USA	17/12/2021-26/12/2021	02	-	02
Leadership in Public Sector	USA	06/12/2021-26/12/2021	06	-	06
Total			09	01	10

3.5.1 Short Courses

BPATC regularly organizes short courses as part of on-the-job training and faculty development. In this financial year, BPATC conducted several short courses. The following table reports on the short courses of the Centre:



Table 3.13: Information about short courses held in FY 2021-22

Course	Duration	Participants		
		Male	Female	Total
Research Methodology Course	27/09/2021-11/10/2021	10	02	12
Accounts and Finance Management Software-related Training	16/05/2022-18/05/2022	13	02	15
Basic Professional Training Course for the Bangladesh Food Safety Authority (BFSA) Officials (1st Batch)	29/05/2022-02/06/2022	24	06	30
Basic Professional Training Course for the Bangladesh Food Safety Authority (BFSA) Officials (2nd Batch)	05/06/2022-09/06/2022	26	04	30
Basic Professional Training Course for the Bangladesh Food Safety Authority (BFSA) Officials (3rd Batch)	12/06/2022-16/06/2022	24	06	30
Administrative and Financial Management Course for the Bangladesh Open University (BoU) Officials	19/06/2022-02/07/2022	28	02	30
Training on `Grievance Redress System`	20/04/2022	44	16	60
Training on `e-Governance`	24/04/2022	45	15	60
Training on `Citizen Charter`	26/04/2022	48	12	60
Training on `Right to Information`	17/05/2022	44	11	55
Training on `National Integrity Strategy`	17/05/2022	14	06	20
Total		320	82	402

Table-3.14: Information about all training programmes held at BPATC in FY 2021-22

Course Type	Number of Courses	Participants		
		Male	Female	Total
FTC	2	723	206	929
ACAD	3	66	17	83
SSC	4	64	18	82
PPMC	1	20	04	24
SFTC (paid)	10	257	41	298
Short course	11	320	82	402
Seminar/Workshop/Conference	7	329	66	395

3.6 Staff Training

BPATC organizes 60-hour staff training to enhance capacity in line with the instruction of the Ministry of Public Administration. The details of the staff training are shown in the following table:

Table 3.15: Information about 60-hour staff training held at BPATC in FY 2021-22

SL.	Name of the Course	Number of Course	Duration of the Course	Male	Female	Total Number of Participants	Total Training Hours	Total Training Man Hours
1.	30 Hours of Training for Grade 11-16 employees	6	6 Days	99	31	130	30	3900
2.	30 Hours of Training for Grade 11-16 employees (2nd 30 Hours)	5	6 Days	108	33	141	30	4230
3.	Training Course on “National Integrity Strategy (NIS)” Grade 11-16 employees	1	1 Day	24	6	30	5	150
4	Training Course on “National Integrity Strategy (NIS)” Grade 11-16 employees	1	1 Day	20	10	30	5	150
5	30 Hours Training For Grade 17-20 employees	5	6 Days	97	10	107	30	3210
6	30 Hours Training for Grade 17-20 employees (2nd 30 Hours)	5	6 Days	87	11	98	30	2940
Grand Total		23		435	101	536	130	14,580



3.7 Training at Four Regional Centres

Regional Centres are training hubs in the respective administrative divisions. In FY 2021-22 four RPATCs completed 164 courses in which 5364 participants from different governments offices took part. Table 3.16 presents a summary of the training programmes offered at the four RPATCs while **Annexure 3** provides the details.

Table 3.16: Information about RPATCs' training at a glance held in FY 2021-22

Name of RPATC	Targeted (Courses)	Conducted (Courses)	Total number of Participants (Targeted)	Total number of Participants (Achieved)	Percentage
DHAKA	42	42	42×25=1050	1380	131.42%
CHATTOGRAM	42	42	42×25=1050	1415	134.76%
RAJSHAHI	42	41	42×25=1050	1292	123.04%
KHULNA	42	39	42×25=1050	1277	121.90%
TOTAL	168	164	4200	5364	127.71%

3.8 Training of Trainers

The Training of Trainers (ToT) unit of BPATC is an important section of the organization responsible for ToT courses for skill development of the Faculty. In the reporting year two ToTs were organized. Details are as follows:

Table 3.17: Information about ToT courses held in FY 2021-22

Name of TOT Course	Timeline	Participants		
		Male	Female	Total
Training for Trainers (ToT)	13/03/2022-29/03/2022	09	06	15
ToT on Bangladesh's Graduation from LDC	21/06/2022-23/06/2022	22	08	30
Total		31	14	45



CHAPTER FOUR

NATIONAL AND INTERNATIONAL COOPERATION



4.0 Partnership and Collaboration

As part of its core mission, BPATC is keen on collaborating and partnering with reputed national and international training institutes and universities. So far, the engagement list of the Centre includes some big names such as the University of Alabama at Birmingham, Duke Centre of International Development (DCID) of Duke University, USA; Macquarie University, Central Queensland University, Curtin University, Australia; Beijing Administrative Institute, China; Hong Kong University School of Professional and Continuing Education (SPACE), Hong Kong; Nepal Administrative Staff College, Nepal; The Royal Institute of Management, Bhutan; National Institute of Development Institute, Asian Institute of Technology (AIT), Thailand; Astana Civil Service Hub, Kazakhstan; Sri Lanka Institute of Development Administration (SLIDA), Sri Lanka; Administrative Staff College of India (ASCI), Lal Bahadur Shastri National Academy of Administration, and Indian Institute of Public Administration (IIPA), India.

4.1 International Training Programme

The Centre extended its collaboration with JICA Bangladesh and invited the JICA team to conduct sessions with the participants of FTC. Consequently, JICA team visited BPATC on 13 March 2022 and conducted a two-hour session on Bangladesh and JICA: Toward 2031 and Beyond with the participants of 73rd FTC. Mr. Yuho Hayakawa, Chief Representative, Mr. Takeshi Saheki, Senior Representative spoke on the occasion. The session was followed by a tripartite meeting of JICA, MoPA and BPATC for technical assistance. A proposal to offer Master's degree for top five FTC participants and BPATC Faculty was tabled. Following the meeting, two of the BPATC Faculty were awarded scholarship for Master's in Yokohama University, Japan.



Mr. Yuho Hayakawa, Chief Representative, JICA Bangladesh, and Mr. Takeshi Saheki, Senior Representative, JICA, attending a meeting and conducting a session

4.2 Partnership with Platform for Dialogue (P4D)

In the reporting year, BPATC partnered with P4D, a project under implementation by the Cabinet Division for strengthening, inclusion and participation in decision making in Bangladesh. The aim of this partnership is to enhance field-level officers' capacity on Social Accountability (SA) tools⁶, disseminate knowledge through training, seminars, and measure the effectiveness of SA tools.

To ensure sustainability of the initiative, training on SA tools has been included in the FTC syllabus. Workshops were organized for the participants of ACAD and SSC. Moreover, BPATC organized training workshop in 12 districts to orient field-level officials with SA tools.

4.2.1 Project Implementation Progress in 2nd Phase (2021-2022)

Programmeme Completion in 2nd Phase (2021-22)

Two-day training on Social Accountability Tools for a total of 590 field-level officers in 12 districts;

Two-day pilot training on SA tools training for 621 FTC participants and other new entrants in different government organizations

Day long workshop on policy issue with Mid/Top level Civil Servant/Public Servant/management team covering 96 participants.

4.2.2 Workshop with FTC participants

This workshop was organized for all 590 participants of 72nd FTC. Male and female participation number is presented in the following graph.

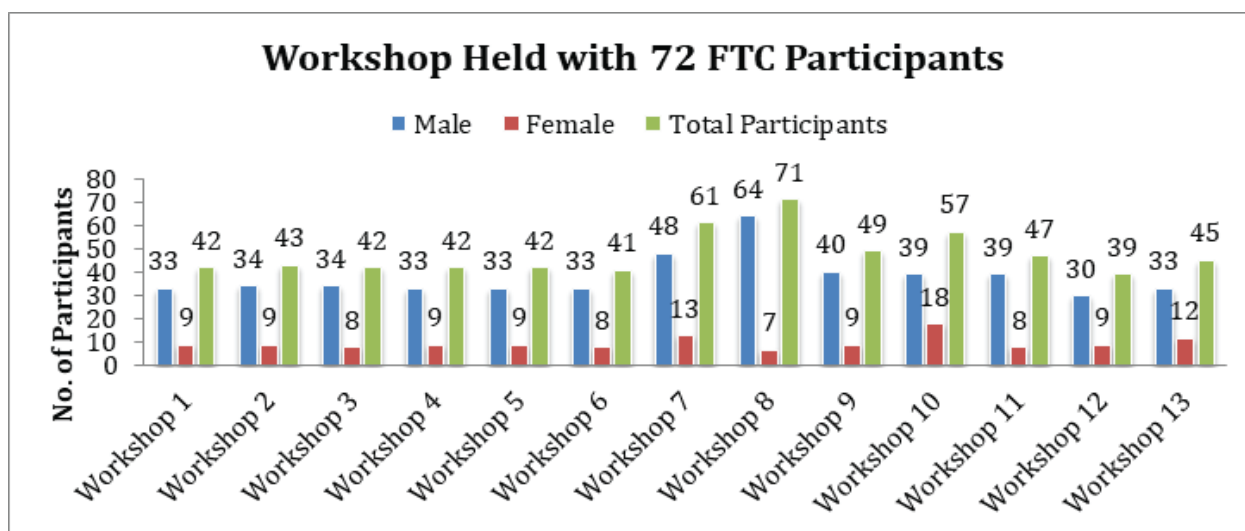


Figure 4.1: Training workshop for FTC participants

⁶ NIS, RTI, GRS, Citizen Charter and APA



4.2.3 Workshop at District Level

Under the project, BPATC organized 12 workshops on SA tools. Field-level government officials attended these training programmes. District-wise participation distribution is presented in the following chart:

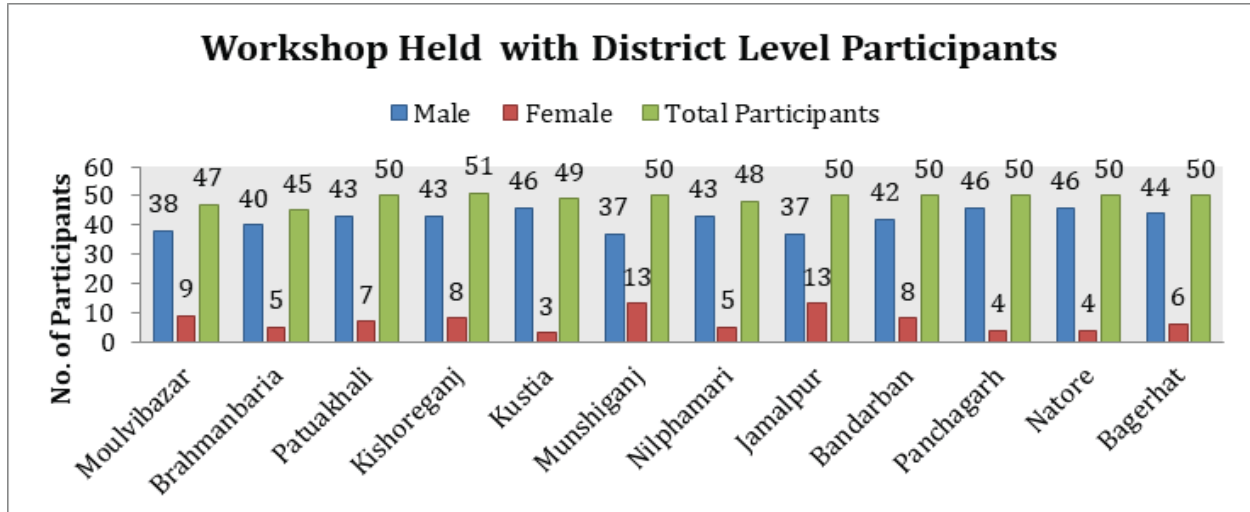


Figure 4.2: Training workshops in districts

4.2.4 Workshop for Mid to Senior Level Civil Servants

Day-long workshops for ACAD, SSC and PPMC participants were organized on SA tools. Number of participations is shown in the chart below:

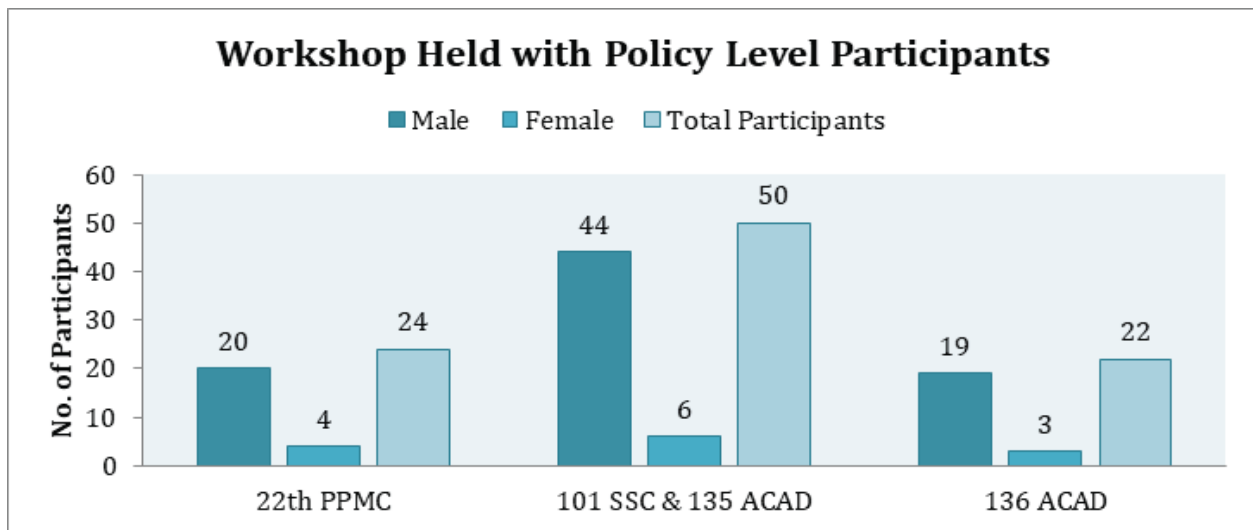


Figure 4.3: Training workshops with PPMC, SSC, and ACAD at BPATC

Some Photographs expressed the activities of different workshop organized with trainees of FTC



Platform for Dialogue (P4D) organizing a workshop in Panchagar District



P4D organizing a workshop in Nilphamari District



P4D organizing a workshop at BPATC



CHAPTER FIVE

TRAINING EVALUATION

5.0 Evaluation in Training Courses

Evaluation of a training programme is necessary for measuring its effectiveness and to improve training quality. The literature on training evaluation suggests four levels of evaluation - reaction level, learning level, job behaviour level, and functional level. Following the evaluation policy of the Centre, the Evaluation Department (ED) follows the first two levels regarding the evaluation of its training courses. The Centre follows standard benchmarking for all core and non-core courses. On one hand, participants are evaluated based on their academic and curricular performance. On the other, participants evaluate different aspects of training programme i.e., training methods, course management, external and internal resource persons, and logistical support provided by the Centre. In the subsequent sections, a brief outline of the evaluation system of the Centre is presented.

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

Table 5.1: Grading system in training evaluation

Number (%)	Grade
85 and above	A+ (Outstanding)
80 to < 85	A (Excellent)
70 to < 80	B+ (Good)
60 to < 70	B (Satisfactory)
50 to < 60	C (Average)
< 50	Fail

5.1 Course Evaluation System

Evaluation in a training is done using Enterprise Resource Planning software where results are processed online. After module-wise assessment, Module directors submit the scores. Once all marks are entered into the system, ED finalizes the results and obtains approval from the authority.

5.1.1 Foundation Training Course (FTC)

As per Bangladesh Civil Service Recruitment Rules, 1981 Foundation Training Course is compulsory for all new entrants in Bangladesh Civil Service. FTC participants are evaluated on 1200 marks in total. In the reporting year, 72nd FTC which started on August 24, 2021 was completed. A total of 626 officer-trainees started the Course. However, four participants dropped out and two participants could not pass the assessments. The remaining 620 officers received certificates on successful completion of the course (the list of toppers is annexed). Moreover, the 73rd FTC commenced on February 20, 2022 with 462 participants and continued at BPATC and five other organizations.



5.1.2 Merit Position of Top Scorers (10%) in Foundation Training Course

The merit position of the participants of the 72nd Foundation Training Course (FTC) is shown in the following table.

Table 5.2: Merit positions in the 72nd FTC evaluation

Roll	Name	Designation	Position
825	Faisal Mahmud Fuad	BCS (Administration)	1
121	Ahammed Mofasser	BCS (Administration)	2
1022	Md. Sayem Yousuf	BCS (Police)	3
136	Raihan Mahmood Hannan	BCS (Foreign Affairs)	4
205	Mohammad Istiaque Hussain	BCS (Taxation)	5
230	Syed Rafiee Abied	BCS (Administration)	6
1340	Md. Asif Uddin Meah	BCS (Administration)	7
526	Md. Ajoad Hasan	BCS (Administration)	8
535	Syed Safkat Ali	BCS (Administration)	9
219	Md. Mahmudul Hasan	BCS (Administration)	10
138	Sourov Das Gupta Bijoy	BCS (Foreign Affairs)	11
627	Md. Iftekharul Islam Shamim	BCS (Administration)	12
327	Rohan Sarker	BCS (Administration)	13
722	Divine Wealth Chakma	BCS (Foreign Affairs)	14
101	Md. Mahbulul Islam	BCS (Administration)	15
702	Iskandar Haiyat Mahmud	BCS (Ansar)	16
519	Md Wazed Wasif	BCS (Administration)	17
1342	Mahmudul Hasan	BCS (Police)	18
815	Gazi Mueedur Rahman	BCS (Administration)	19
802	Isfaqul Kabir Sarker	BCS (Police)	20
536	Farid - Al - Shohan	BCS (Administration)	21
626	Atique Mahmud	BCS (Audit & Accounts)	22
342	A. R. M. Mozaffar Hossain	BCS (Police)	23
623	H.M.Golam Rabbi	BCS (Police)	24
218	Basarat Nazia	BCS (Foreign Affairs)	25
313	Md. Asif Rahman	BCS (Administration)	26
128	Marzana Akter	BCS (Administration)	27
1126	Sania Binte Afzal	BCS (Administration)	28

Roll	Name	Designation	Position
137	Abu Mohammad Faisal	BCS (Foreign Affairs)	29
1132	Razib Chandra Das	BCS (Fisheries)	30
113	Atish Sarker	BCS (Administration)	31
755	Tanvir Hasan	BCS (Public Works)	32
520	Sunanda Sarker Proma	BCS (Administration)	33
110	Plabon Kumar Biswas	BCS (Administration)	34
336	Rashed Ahmed	BCS (Foreign Affairs)	35
329	Shibraj Chowdhury	BCS (Administration)	36
111	Mohammad Nurul Amin	BCS (Audit & Accounts)	37
130	Rifat Anjum Pia	BCS (Administration)	38
707	Md. Shehab Uddin Ahmed	BCS (Taxation)	39
804	Fuad Sakib	BCS (Police)	40
1070	Iftakher Islam	BCS (Roads & Highways)	41
712	Jewel Chakma	BCS (Police)	42
1035	Shawon Mazumder Suman	BCS (Information)	43
331	Md Iqbal Hussain	BCS (Administration)	44
1108	Md. Sazzadur Rahman	BCS (Police)	45
1054	Md. Mansur Hossen	BCS (Information)	46
201	Md. Sakibul Alam Bhuian	BCS (Police)	47
141	Sudipta Deb Nath	BCS (Administration)	48
803	Twaha Yasin Hossain	BCS (Police)	49
1125	Md. Sami Hassan	BCS (Information)	50
1343	Umme Tania	BCS (Family Planning)	51
1332	Redwan Islam	BCS (Administration)	52
202	M. J. Shohel	BCS (Police)	53
323	Apratim Kumar Chakrabartty	BCS (Administration)	54
403	Md. Ali Ashraf	BCS (Police)	55
1024	Mohammad Balait Hossain	BCS (Police)	56
841	Jayeed Naseeree	BCS (Taxation)	57
1239	Mahmood Parvez	BCS (Family Planning)	58
630	Mohammad Abul Hasnat	BCS (Administration)	59
711	Md. Al Asad	BCS (Police)	60
326	Debasish Adhikary	BCS (Administration)	61
424	Most. Sultana Razia	BCS (Administration)	62
534	Tasnima Iffat	BCS (Foreign Affairs)	63



Mr. Ramendra Nath Biswas, Rector, BPATC, with the top scorers of the 72nd FTC

5.1.3 Results of PPMC, SSC and ACAD

In 2021-22, the 22nd PPMC was organized and 24 participants attended. The participants were evaluated out of 500 marks. The Centre also organized four Senior Staff Courses. A total of 82 participants attended and were assessed out of 850 marks. During this time, 105 participants attended four ACADs (133rd, 134th, 135th and 136th). The total mark for ACAD is 1000. Course during the reporting year were affected by COVID-19 onslaught and 133rd ACAD was held entirely online. Foreign training part of these courses are yet to be organized and hence, participants received 'Certificate of Participation.'

5.1.4 Special Foundation Training Course

The Special Foundation Training Course (SFTC) is arranged in BPATC at the request of special clientele groups focusing on the development of skills in specific fields. Participants of SFTCs are evaluated out of 800 marks. In the reporting year, 11 SFTCs were organized. Details of SFTCs are given in table 5.6.

Table 5.3: Evaluation results of SFTCs held in FY 2021-22

Course Name	Number of Participants		Grade	No. of Scorers
	Attended	Passed		
11 th SFTC for DoICT Officials	30	30	A	15
			B+	15
12 th SFTC for DoICT Officials	30	30	B+	30
13 rd SFTC for DoICT (Online) Officials	30	30	A	07
			B+	23
14 th SFTC for DoICT (Online) Officials	30	30	A+	01
			A	13
			B+	16
15 th SFTC for DoICT Officials	30	30	A	11
			B+	19
16 th SFTC DoICT Officials	30	30	A+	04
			A	22
			B+	04

Course Name	Number of Participants		Grade	No. of Scorers
	Attended	Passed		
1 st SFTC for the officials of EED	29	29	A+	08
			A	21
2 nd SFTC for the officials of EED	29	29	A	16
			B+	13
1 st SFTC for the officials of DIFE	30	30	A+	08
			A	20
			B+	02
2 nd SFTC for the officials of DIFE	30	30	A	14
			B+	16
AFMC for BOU Officials	30	30	A	07
			B+	22
			B	01



Mr. Md. Abu Bakr Siddique, Secretary, Ministry of Education, giving certificates to the participants of the 2nd SFTC for the EED officials



CHAPTER SIX

RESEARCH, PUBLICATION AND ICT

6.0 Research, Publication, and ICT

Bangladesh Public Administration Training Centre (BPATC) is mandated to research to generate new knowledge and use the research findings in the training activities. For instance, research findings can be used to prepare cases as training materials, share field experiences during training sessions, and update the training curriculum of a course. BPATC also provides consultancy to advise the government on policy intervention following research findings. The Research and Consultancy (R&C) Division of the Centre has three wings: Research and Development (R&D), Library and Training Aid (LTA), and Computer Centre (CC). This chapter describes the activities of these wings relating to research, publication, and information and communication technology (ICT) of the Centre.

6.1 Research Activities

The Research Branch of the R&D wing manages the Center's research activities. As per the Research Policy 2018, this branch coordinates all research activities, irrespective of the sources of funds, undertaken by the Centre and its faculty members (individually, jointly with either other faculty members or outside experts). Research funds may come from the revenue budget of the Centre, development budget, and bilateral or multilateral agreements. The coordination activities range from the invitation of research proposals to the submission of final research reports after the authorities' approval.

6.1.1 Research Proposal Selection

The formal research process at BPATC starts with a call for research proposals for a financial year. The Research Branch initially scrutinizes the submitted proposals and sends the primarily identified ones to two evaluators. The research applicants and the evaluators remain blind to each other in the evaluation process. The evaluators both provide a score for and comment on each proposal. The researchers of the proposals receiving an average score of 50 per cent from the evaluators are invited to a faculty seminar to defend their proposals. Finally, these proposals, along with a faculty seminar report, are placed in a meeting of the BPATC Research Committee (BRC). The BRC consists of the Vice-Chancellor of the Jahangirnagar University as the Chairperson, two external experts, and all the Center's Members of the Directing Staff (MDS). The BRC discusses the proposals, selects the best ones, and recommends them for Rector's approval. The Rector finally approves the recommended proposals. The Director of the R&D wing then issues an office order on the approved proposals.

Proposals for FY 2021-22: Responding to the call for proposals under the financial year 2021-22, the Research Branch received twenty-two research proposals. After primary scrutiny, seventeen proposals were put on the review process described above. The applicants presented their research proposals in a two-day webinar on 26 and 27 July 2021. The 60th BRC meeting on 29 August 2021 recommended seven research proposals for the 2021-22 financial year, which the Rector later approved (Table 6.1). Due to the prevalence of COVID-19, the faculty seminar and the BRC meeting were organized virtually. In addition to the call for proposals, the Centre initiated two institutional types of research in the same financial year.



Table 6.1: Approved research proposals under FY 2021-22

Research Title	Researchers	Approved Budget (Taka)
Institutionalization of Annual Performance Agreement in Bangladesh: A discursive perspective	Dr. Md. Morshed Alom, Deputy Director, BPATC	4,41,000/-
Leadership Challenges of Upazila Nirbahi Officers (UNOs): A Landscape of Female Representation in Field Administration in Bangladesh	Monirul Islam, Assistant Director, BPATC Dr. Niaz Ahmed Khan, Professor, Dept. of Development Studies, Dhaka University Jannatul Ferdous, Assistant Professor, Dept. of Public Administration, Comilla University	3,95,000/-
Effectiveness of Foundation Training Immediately after Joining: A Study on 69 th Foundation Training Course of BPATC	Md. Siddiqur Rahman, Director, BPATC Abu Momtaz Saaduddin Ahmed, MDS, BPATC Afroza Parvin, Deputy Director, BPATC Mehedi Shahnewaz Jalil, Assistant Director, BPATC	6,75,000/-
Contribution of BPATC's Digitization Initiatives to its Core Values	Afroza Parvin, Deputy Director, BPATC Md. Akram Ali, PS to Rector, BPATC ASM Riyad Hassan Gourab, Assistant Director, BPATC Tania Moon, Publication Officer, BCSAA S. M. A. Moudud Ahmed, Assistant Professor, Jahangirnagar University	7,00,000/-
Digital Transformation in Public Service Management: A Study on Government Offices in Selected four Upazilas	Dr. Mohammad Ziaul Islam, Assistant System Analyst, BPATC Dr. Md. Mahmudul Hassan, Additional Secretary (retd.), Former MDS, BPATC Mohammad Mamun, Senior Research Officer, BPATC	6,80,000/-
Addressing SDGs through sustainable public procurement: A study on Bangladesh	Zahangir Alam, Deputy Director, BPATC Md. Mahathy Hasan Jewel, Assistant Professor, Dept. of Marketing, Jagannath University Md. Akram Ali, PS to Rector, BPATC	7,00,000/-

In addition to the call for proposals, the Ministry of Public Administration (MOPA) and the Curriculum Development Committee (CDC) of BPATC demanded that BPATC do two institutional pieces of research. First, the MOPA wanted BPATC to do institutional research on the socio-economic background of the newly recruited cadre officials. Second, the CDC recommended researching the training needs assessment of the Foundation Training Course (FTC) participants. The 60th BRC meeting recommended these institutional researches, and the Rector approved them (Table 6.2).

Table 6.2: Institutional research under FY 2021-22

Research Title and Research Team	Approved Budget (Taka)
<p>Research Title: Socio-economic status and job preferences: A trend analysis of BCS officials</p> <p>Research Team: Research Advisor: Ramendra Nath Biswas, Rector, BPATC Consultant: Dr. Mohammad Ziaul Haque, Joint Secretary, MOPA Research Director: Dr. Md. Mohoshin Ali, MDS, BPATC Lead researcher: Dr. Md. Zohurul Islam, Director, BPATC Researcher-1: Md. Sharif Hasan, Director, BPATC Researcher-2: Md. Faridur Rahman, Deputy Secretary, MOPA Researcher-3: Dr. Urmi Binte Salam, Deputy Secretary, Cabinet Division Researcher-4: Dr. Md. Moin Uddin, Deputy Secretary, BCSAA Researcher-5: Dr. Md. Ziaul Islam, ASA, BPATC Researcher-6: Afia Rahman Mukta, Senior Research Officer, BPATC Researcher-7: Md. Masud Ahmed, Assistant Director, BPATC</p>	26,80,000/-
<p>Research Title: Training Needs Assessment of Foundation Training Course Participants</p> <p>Research Team: Research Advisor: KM Ali Azam, Senior Secretary, MOPA Research Director: Dr. Md. Shahidullah, Additional Secretary, MOPA Lead researcher-1: Dr. M Arifur Rahman, Director, BPATC Lead researcher-2: Dr. Md. Zohurul Islam, Director, BPATC Lead researcher-3: Dr. Mohammad Rezaul Karim, Deputy Director, BPATC Lead researcher-4: Dr. Md. Morshed Alom, Deputy Director, BPATC</p>	30,35,000/-

Proposals for FY 2022-23: Notice for a call for research proposals under the financial year 2022-23 was published on 02 January 2022. The call for proposals was also published in two national dailies- the Daily Star and the Daily Prothom Alo. The Research Branch received twenty-four research proposals from different individuals and organizations. After primary scrutiny, seventeen submissions were put on the review process described earlier. The applicants presented their research proposals in a two-day faculty seminar on 29 and 30 May 2022. The 62nd BRC meeting on 18 June 2022 recommended eight research proposals for 2022-23, and the Rector finally approved them. The following table lists the details of the approved proposals.



Table 6.3: Approved research proposals under FY 2022-23

Research Title	Researchers	Approved Budget (Taka)
Assessment of the effectiveness of attachment programme of Foundation Training Course of Bangladesh Public Administration Training Centre	Prof Rokhana Bilkis, Director (R&D), NAEM Dr. Md. Mahfuzur Rahman, Training Specialist (Retired), MAEM Ms. Jakia Sultana, Deputy Director, BPATC	4,50,000/-
Social Safety Net Programs in Bangladesh: A study on the implication of the Employment Generation Programme for the Poorest (EGPP) to reduce gender vulnerability	Dr. Md. Ruhul Amin, Associate Professor, Cumilla University Mohammad Nazrul Islam, Publication Officer, BPATC Dr. Md. Rashidul Islam Sheikh, Professor, Cumilla University	4,79,000/-
Impact of COVID-19 pandemic on front-line field administration in Bangladesh: Preparation for future turbulence	Md. Mizanur Rahman, Research Officer, BPATC Tahsin Binta Anis, Lecturer, Canadian University of Bangladesh	5,00,000/-
Assessing the effectiveness of the decision-making process of Upazila Parishad: An empirical study on the implementation of the Annual Development Program in Bangladesh	S. M. Mehedi Hasan, Director, BPATC Md. Mamun-Or-Rashid, Librarian, BPATC Mohammad Mamun, Senior Research Officer, BPATC	6,00,000/-
Impact of core training programs on civil servants' skill development: A study on the preparedness of BPATC for the fourth industrial revolution	S.M. Mehedi Hasan, Director, BPATC Jahangir Alam, Senior Assistant Secretary (OSD, Education), MOPA Md. Mahathy Hasan Jewel, Associate Professor, Jagannath University	5,00,000/-
Developing case for Senior Staff Course conducted by BPATC	Mohammad Rezaul Karim, PhD, Deputy Director, BPATC Afia Rahman Mukta, Senior Research Officer, BPATC Mohammad Mamun, Senior Research Officer, BPATC	3,00,000/-
A study on the challenges and prospects of employment in the age of the 4th industrial revolution: BD perspectives	Dr. Md. Mahmudul Hasan, Additional Secretary (retd) Dr. Syeda Naushin Parniny, Deputy Secretary, Ministry of Railways Dr. Md. Mohoshin Ali, MDS, BPATC	5,00,000/-
Assessment of the factors influencing repayment performance of home loan borrowers in Bangladesh	Dr. Md. Moshir Rahman, Deputy Director, BPATC Arun Kumar Chowdhury, Deputy Managing Director, Bangladesh House Building Finance Corporation Muhammed Zahirul Islam, Deputy General Manager, Bangladesh House Building Finance Corporation Nayeem Shahriar, Senior officer, Bangladesh House Building Finance Corporation	5,00,000/-

6.1.2 Research Report Approval

The researchers get around one year to complete their research works from the date of release of funds in favour of their research works. After completing their work, they submit their draft research reports to the Research Branch. Then they present their research findings in a faculty meeting. The researchers are then requested to submit a revised research report based on the feedback received from the faculty meeting. The revised research report and an account of the faculty seminar are then sent to two evaluators nominated by the BRC to evaluate it using a prescribed format. The comments from the evaluators are communicated to the concerned researchers, who submit modified research reports addressing the comments. The final research reports are then placed in a meeting of the BRC for approval.

The BRC approved four research reports in the financial year 2021-22. The 60th BRC meeting approved one research report, while the 61st BRC meeting on 13 April 2022 approved another three research reports. Table 6.4 below lists the titles of the approved research reports and the financial year they belong to.

Table 6.4: Research reports approved in FY 2021-22

Title of Research	Financial Year of the Research
1. Improving ICT Literacy through participatory approach: A study on human capital development project under LGSP in Bangladesh	2019-2020
2. Effectiveness of e-Government Procurement (e-GP) system in terms of efficiency, transparency, and accountability Bangladesh for ensuring efficiency, transparency, and accountability: An effectiveness assessment	2019-2020
3. Motivation to transfer of training: A case of BPATC and BCSAA	2019-2020
4. Public hearing as a tool of bureaucratic accountability in Bangladesh: A study on field-level offices in Bangladesh	2020-2021

6.1.3 Dissemination of Research Findings

Social research unravels social problems. Thus, the findings of social research benefit practitioners in making appropriate decisions when dealing with social issues. Keeping this in mind, the Research Branch has started disseminating research findings through multipronged avenues, including the Internet and physical means. In the financial year 2021-22, the branch published a policy brief describing the key findings and implications from six researches completed in the previous financial year, 2020-21. The policy brief is available in printed and online versions. Moreover, two dissemination seminars were organized on 11 and 25 October 2021. Findings from three researches were discussed each day. Officials from relevant ministries and organizations attended these seminars and participated in the discussions. Reports of all completed research, including the policy brief, are uploaded onto the Centre's e-repository.





6.1.4 Revision of Research Policy

A research policy guides the research activities of BPATC. This policy is reviewed and updated from time to time. Previously it was updated in 2018 for the last time. An initiative was taken in 2020 to update the policy further by elaborating it. A committee formed in this regard worked out a draft updated policy, which was presented in a special faculty meeting on 01 December 2021. The BRC also discussed the updated draft policy in its 60th, 61st, and 62nd meetings and provided suggestions for incorporation. The final draft of the revised policy was placed before the Rector, who decided to include it in the agenda of the Board of Directors (BOD).

6.2 Compilation of Annual Report

The Research Branch prepares the Centre's annual report. It collects information from the wings and branches of the Centre and prepares a draft manuscript. The editorial board of the annual report edits the manuscript. The publication branch takes necessary actions for printing the report. The annual report for the financial year 2020-2021 was published in time, and around 500 copies of it were distributed among the members of the BOD, ministries, field-level offices, and heads of different government and semi-government organizations.

6.3 APA Achievement

The Annual Performance Agreement (APA) achievement of the Research Branch during the FY 2021-22 is shown in Table 6.5. The COVID-19 pandemic affected the attainment of some of the targets of the APA commitments.

Table 6.5: Achievement of APA by Research Branch in FY 2021-22

Sl. No.	Activities	Target (Extra Ordinary)	Achievements
1	Publishing the annual report for 2020-2021	By 31 August 2021	The annual report for 2020-2021 was published online and in the printed copy on 31 August 2020.
2	Call for research proposal under the financial year 2022-23	31 January 2022	The notice of the call for research proposals under FY 2022-23 was published on 02 January 2022, and the same was also published in two national dailies- the Daily Star and the Daily ProthomAlo on 30 January 2022
3	Arranging a faculty seminar on the research proposals for the financial year 2022-2023	By 30 April 2022	Faculty seminar on the research proposals of the FY 2022-2023 was arranged on 29 May and 30 May 2022, delayed due to the Covid-19 pandemic.
4	Holding BRC meeting on the research proposals for the financial year 2022-2023	By 30 June 2022	BRC meeting on the research proposals under the financial year 2022-2023 was held on 18 June 2022.
5	Completing research works and uploading the research reports onto the Centre's e-repository	Five research reports	Four research reports of completed research works were uploaded onto the Centre's e-repository.

6.4 Publication Activities

BPATC publishes a number of documents every year; prominent among these are Bangladesh Journal of Public Administration (BJPA) and Bangladesh Lok Proshashon Potrika (BLPP). Other publications include newsletter, annual training calendar, annual report, special editions of journals etc. Table 6.6 shows a complete list of publication in FY 2021-22.

Table 6.6: List of publications in FY 2021-22

SL.	Name of Publications	Number of Publication	Number of Copies of each Publication	Total Number of Copies Published during the year
a.	BPATC Training Calendar (2022-23)	01	500	500
b.	RPATC's Training Calendar (2022-23)	01	1000	1000
c.	Annual Report (2020-21)	01	300	300
d.	Bangladesh Journal of Public Administration (BJPA) Volume 29 Number 3 2021	01	700	700
e.	Bangladesh Journal of Public Administration (BJPA) Volume 30 Number 1 2022	01	700	700
f.	বাংলাদেশ লোক-প্রশাসন পত্রিকা (উনবিংশতিতম বর্ষ সংখ্যা)	01	300	300
g.	বাংলাদেশ লোক-প্রশাসন পত্রিকা (বিংশতিতম বর্ষ সংখ্যা)	01	300	300
h.	BPATC Newsletter (July- December 2021)	02	200	200
i.	BPATC Newsletter (January-March 2022)	01	200	200

6.5 ICT Activities

IT plays a pivotal role in training management. At BPATC, the Computer section ensures seamless connectivity and smooth ICT experience. The service encompasses maintenance of ICT infrastructure, campus-wide Wi-Fi and LAN connectivity, equipping classrooms with IT facilities, maintaining computer labs, core network and server facilities and extending troubleshooting service to end-users. Apart from hardware-related technical assistance, the IT team is also involved in training activities by facilitating learning sessions under ICT and e-governance modules in different courses.

As a leading IT hub, BPATC enjoys state-of-the-art ICT facilities built over the years. A glimpse of the facilities is as follows:

- Eight computer labs with modern ICT facilities such as high-speed internet, interactive display, networked printing facility, integrated language-learning options etc.
- Participants are provided with laptops for training purposes. BPATC has a stock of 587 laptop and 561 desktop computers to be used by participants, officials and staff members of the Centre.
- Adequate bandwidth is ensured on campus. BPATC procures 350 Mbps via fiber-optic cable from BTCL and 100 Mbps via radio-link from a private vendor. Seamless internet connectivity over Wi-Fi and LAN is available on campus.



- d. Video conferencing set-up and online meeting platforms are available for online meeting and online training activities.

BPATC is expanding its IT capability to meet future needs and to keep abreast of recent ICT developments. Sufficient fund allocation is available in the annual budget for this purpose. A total of BDT 6.78 crore was allocated in FY 2021-22 for procurement of IT related items. With such generous budget allocation, BPATC has been able to achieve the following milestones in the reporting year:

- (1) Fibre-optic backbone for highspeed internet over Wi-Fi and LAN has been extended to dormitory, library and office spaces at ITC. Participants in dorm no. 2 and 3 are enjoying seamless connectivity than before.
- (2) BPATC's Enterprise Resource Planning (ERP) application software has been updated and modified. Some new modules like 'Class Schedule Option,' 'Budget Utilization,' 'e-Cash Register' have been introduced. As a result, participants can now download the training aids (handouts, reading materials) from ERP and can submit their assignments online. Moreover, budget allocation and expenditure can now be tracked online using the newly added module to A&FMS software.
- (3) Anti-plagiarism software Turn-it-in was purchased for checking on the similarity of the submitted assignments and research reports/articles. Last year, 9000 submissions have been made by participants, faculty members and researchers for plagiarism check.
- (4) Licensed versions of Zoom and Webex meeting software were purchased for online meeting and training. During COVID-19 pandemic, BPATC organized the closing ceremony of 71st and 73rd Foundation Training Courses that were virtually attended by Hon'ble Prime Minister Sheikh Hasina.
- (5) The Central Network Server- established under the Training Capacity Enhancement Project of BPATC- has been operationalized during this time. All existing servers and networking land points have been shifted to the newly built state-of-the-art facility. It is also serving as a data centre for the storage of all local data.
- (6) GPS tracking system has been installed to monitor vehicle movement and to rationalize the fuel use.



Rector, BPATC, in the certificate awarding ceremony of the 72nd FTC



CHAPTER SEVEN

LIBRARY AND TRAINING AID



Faculty members using library for their capacity building

7.0 Introduction

BPATC has one of the largest libraries in the country. Every year new stocks are added to already existing collection. However, the Centre emphasizes modernization of library by adopting breakthrough technology.

BPATC library uses integrated software for membership, cataloguing, check-out and check-in of library materials, report generation etc. A total of 1852 new book titles have been added in this software which are now searchable online through the library website (library.bpatc.org.bd). Currently, 54,354 titles and 95,000 copies of books are searchable online.

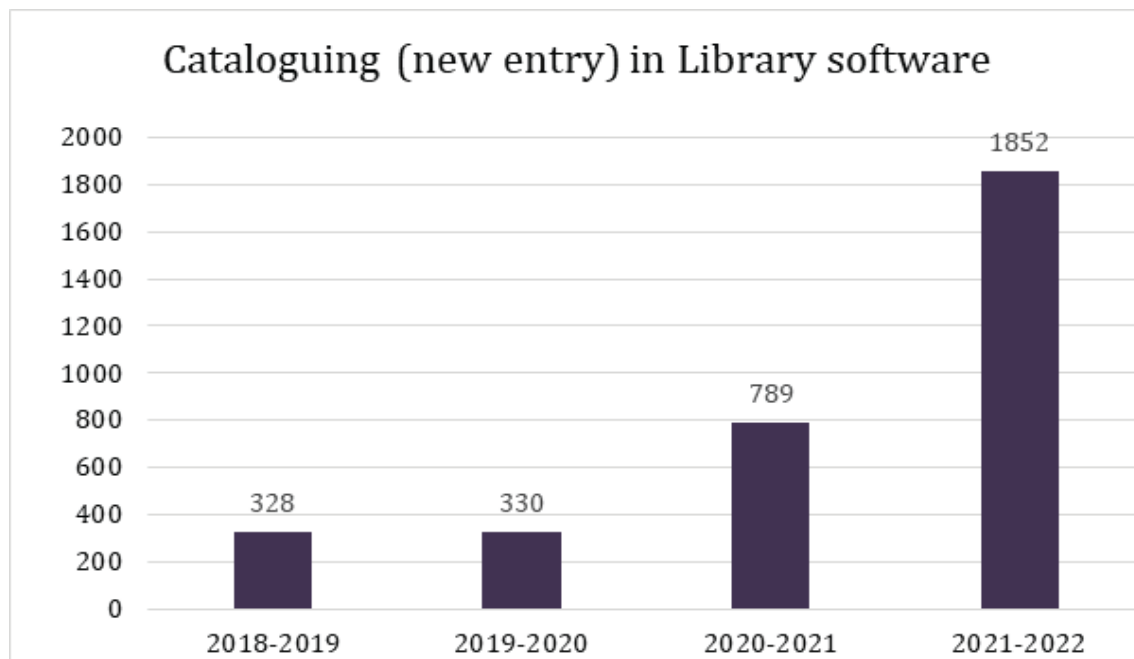


Figure 71: Cataloguing in library software

7.1 Institutional Repository

BPATC Digital Institutional Repository (dspace.bpatc.org.bd) has 435 scanned books, reports, souvenirs, newsletters and other publications up until June, 2022. More than 4,068 pages (50 documents) of books, BPATC publications and government documents were scanned and uploaded this year. All uploaded documents are accessible from any part of the world.

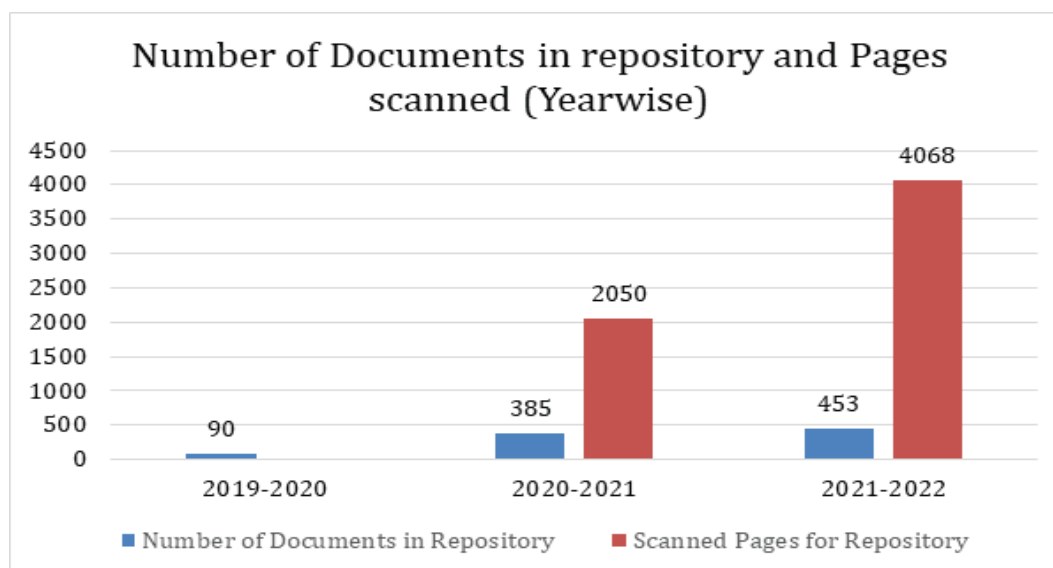


Figure 7.2: Number of documents added to repository

7.2 Online Photo Archive

An online photo archive has been developed in 2021-22 to publish and archive audio, video and still pictures of different events of the Centre. During this period, more than 4000 still photos and videos have been uploaded here (photo-archive.bpatc.org.bd).

7.3 eBook Corner

During 2021-22, the mini computer lab located on the first floor of BPATC library has been transformed into an eBook Corner. Calibre, an open-source eBook management software, has been installed in all the computers of this lab to facilitate reading of eBooks.

Table 7.1: Statistical data of BPATC Library during 2021-22 at a glance

SL.	Statement of Items	Number completed/Achieved
1.	Procured books	415 titles, 748 copies
2.	Complimentary copies of publications received	40 copies
3.	Annual reports received from various organizations	18 titles
4.	Journals received (exchange and complimentary)	32 titles
5.	Daily newspapers (per day)	18 titles in newspaper room
7.	Magazines kept (weekly, fortnightly, monthly etc.)	45 titles
8.	Paper clippings kept on	120 topics
9.	Books issued by users	3784 copies
11.	Document Scanning/digitization	4068 pages
12.	Books (binding)	1012 copies

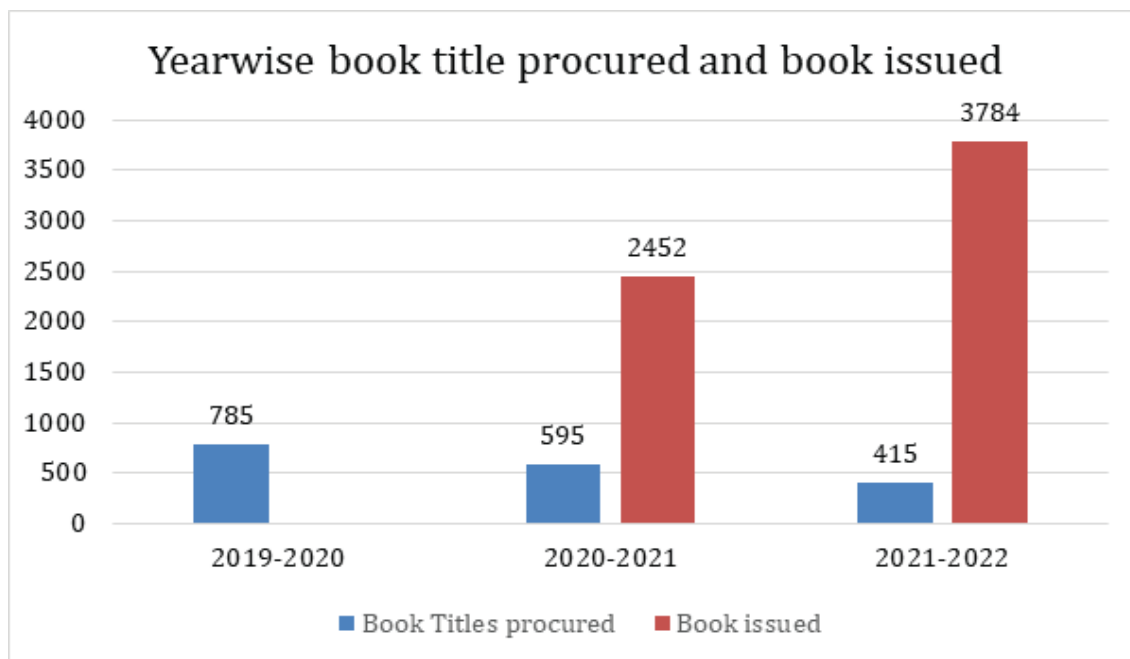


Figure 7.3: Books procured and issued

7.4 APA Achievement of Library

The achievements of the Library and Training Aid (LTA) wing, in terms of Annual Performance Agreement (APA) during 2021-22, is shown in the table below.

SL.	Activities	Target (Extra Ordinary)	Achievements
1	Scanning of documents	2000 pages	4060
2	Binding of Books	1000	1012

7.5 Audio-Visual and Reprography

The Audio-Visual and Reprography (AVR) section is equipped with the latest equipment to provide technological support in the academic sessions, seminars, workshops etc. of the Centre. In the reporting year, sound system of BPATC auditorium has been improved by installing audio mixed for online programmes. Some other equipment for immersive audio/video experience have been procured during this year.



CHAPTER EIGHT

PHYSICAL CONDITIONING AND GAMES



8.0 Introduction

Physical training and sports are integral part of all training programmes in BPATC. The Centre has a full-fledged sports unit supervised by a director. To facilitate PT & Games sessions, the Centre is equipped with advanced sports facilities. The details of different conditioning programmes in 2021-22 are outlined in this chapter.

8.1 Physical Conditioning and Games for the Participants

Participants of all on-campus courses mandatorily attend PT and games sessions. The participants took part in stretching, morning walks, yoga, meditation and different types of physical and therapeutic exercises with the sole aim to prevent degenerative processes and delay aging. They usually participate in volleyball, tennis, badminton, and table tennis and also learn how to swim. Towards the end of every course, a friendly volleyball match between participants and faculty team is organized.

8.2 Annual Sports of the Centre

The 34th Annual Sports of the Centre was held on April 2, 2022. Mr. Ramendra Nath Biswas, Rector of the Centre inaugurated the Annual Sports. A total of 348 employees (male 278, female 70)—from BPATC and RPATCs—took part in the annual sporting event. A total of 58 events—mainly track & field—were arranged for male/female categories.

The closing ceremony was graced by Mr. K M Ali Azam, Senior Secretary, Ministry of Public Administration, who distributed prizes.



Trainees of FTC starting their day with morning PT



Trainees of ACAD exercising in a morning PT session



Trainees of SSC attending a morning PT session



Trainees of SSC attending a physical conditioning and games session



Mr. Ramendra Nath Biswas, Rector, and Mr. Abu Momtaz Saduddin Ahmed, MDS, BPATC, hoisting flags at the inauguration of 34th Annual Sports Competition of the Centre



An employee of BPATC torching light during the 34th Annual Sports Competition of BPATC



Children from BPATC participating in the event of 'Dress as You Like'



CHAPTER NINE

DEVELOPMENT PROJECTS

9.0 Development Projects of BPATC

Bangladesh Public Administration Training Centre is implementing different projects for expanding its training capacity. Ongoing projects include both hardware/infrastructure and software/human resource development. This section gives an overview of all development efforts.

The Project and Development wing of BPATC coordinates all ongoing projects. The wing is also responsible for formulating new project proposals, obtaining necessary approval and subsequent implementation, monitoring, and evaluation of the approved projects.

9.1 Ongoing Projects at BPATC

Currently, BPATC is implementing two projects under Annual Development Programme: (i) Capacity Enhancement of the Core Courses of BPATC and (ii) Enhancing Training Capacity of BPATC.

9.1.1 Capacity Enhancement of the Core Courses of BPATC:

The project duration is from July 2016 to December 2022 and the total allocation is BDT 50 crore, funded by DRG-CF, Japan.

The objectives of the project are to enhance the capacity of faculty members, upgrade infrastructural capability, installing central server, setting up of e-learning platform and e-repository, and establishment of Civil Service Museum.

Under the project, an overseas training programme on “Leadership in the Public Sector” was organized for BPATC faculty and ministry officials. A total of 12 officials joined the programme in the USA. In addition, a number of short courses and overseas study visits have also been organized in this financial year.

In FY 2021-22, the amount allocated in the revised ADP was BDT 6.9 crore, of which BDT 3.14 crore has been spent. The financial progress was 45.51% and physical work progress was 6.50% in the reporting year. The cumulative financial expenditure of the project is BDT 46.24 crore (92.48 %) and the physical work progress is 92.69 % in the same year.



Participants of the ‘Leadership in the Public Sector’ programme attending sessions in the USA



9.1.2 Enhancing Training Capacity of BPATC Project (July 2017 to June 2023)

The BDT 1208 crore GoB-funded project aims at enhancing the training capacity of BPATC specially increasing the accommodation, classroom and dining facilities for 1500 participants, developing IT infrastructure and expanded spaces for office and administrative purposes. Under the project, an iconic 20-storey Bangabandhu Sheikh Mujib Academic-cum-Administrative building, a 15-storey dormitory, a state-of-the-art 5-storey cafeteria for 2500 seating capacity and a 4-storey BPATC Clinic are being constructed. Besides other components, beautification of the BPATC lake and construction of a new residence for Rector are underway.

According to APA 2021-22, 10% of the physical progress of the project is to be completed in FY 2021-22. Out of revised

allocation of BDT 200 crore, BDT 199 crore (99.99%) has been spent up until June, 2022. Cumulative expenditure is BDT 306.92 crore implying overall physical and financial progress are 30.51% and 25.39% respectively.

9.2 New Project Proposal

To achieve the target of Annual Performance Agreement (Strategic Objective 2.1) Project wing has taken initiatives to prepare two Development Project Proposals (DPPs) namely (i) RPATC, Dhaka Expansion and Modernization Project and (ii) RPATC Rajshahi, Modernization Project.

A feasibility study on the proposed expansion project of RPATC, Dhaka has been conducted.

Regarding the second proposal, a digital survey and soil test report was prepared by RPATC Rajshahi authority. A draft sketch map and a design have been made by the Directorate of Architecture incorporating the demand of BPATC.

Table 9.1: Main components of the project and their achievement in FY 2021-22

No.	Activities/Components	Progress
1.	Bangabandhu Sheikh Mujib Academic and Administrative Building	The physical activity to build the complex started on 19 December 2021. Since then, a number of 1330 piles (400mm X 400mm, length 15.65 meters) cast and drive have been completed and pile cap casting is in the final stage.
2.	Construction of 15-storey Dormitory Building	The basic structure, wall and other parts of the 15-storeyed dormitory building are already completed. Plaster, tile work, electric and other wirings are at last stage.
3.	Construction of Cafeteria Building	Cafeteria physical construction started last 02 June 2022. Pile casting is ongoing.
4.	Construction of Medical Centre	The infrastructural part of the four-storey medical Centres is finished. Plaster, tile work, electric and wiring, and paintwork are going on.

No.	Activities/Components	Progress
5.	Beautification of BPATC Lake	Architectural design including a 3D view is already completed. The construction started in August 2022.
6.	Construction of Rector Bungalow	The construction work has started as per the agreement.
7.	Construction of Substation Building	The structural work of the building is completed. Plaster, tile work, wiring and other works are in the final stage .
8.	Construction & Establishment of Sewerage, Drainage, Sewerage Treatment Plant & Waste Management System	The tendering process for this component is continuing .



Pile Cap Casting of 20 storeyed Bangabandhu Sheikh Mujib Academic-cum-Administrative Building



15-storey Dormitory Building:



15-Storey Dormitory Building

04-Storey Medical Centre:



4 -Storey BPATC Clinic

Construction of Substation Building :



Work in progress of a two-storied substation building

9.3 Implementation of Annual Development Programme ADP/Budget

Two projects under implementation by BPATC are in progress. The revised ADP for the two development projects in FY 2021-22 had a total allocation of Tk.20690.00 lakh. on which Tk.20313.00 lakh has been spent against the said allocation. The financial progress is 98.18% of the total allocation.

9.4 Other Activity:

To develop the curricula of the core courses of BPATC and to enhance the training capacity of the faculty members through skill development and infrastructure development, the following projects have been proposed :

- i. Course Curriculum and Faculty Development of BPATC Project
- ii. BPATC Residential and Training Assistance Facility Enhancement Project
- iii. BPATC's Core Course Curriculum and Faculty Member Development Project



CHAPTER TEN

FINANCE AND ACCOUNTS

10.0 Income and Expenditure of BPATC

BPATC receives grants from the government and generates its own income that includes house rents from employees living on campus, sale proceeds and royalties accrued from property, fees and fare of different facilities, service charges from non-core courses etc.

On the other hand, the expenditure items are pay and allowances, procurement of training materials, stationery items, ICT-related items, repairing work of residential and office buildings, internal roads, purchasing medicines, surgical materials, and utility charges.

10.1 Budget of FY 2021-22

A summary of the total budget of BPATC and RPATCs is presented in the following table.

Table 10.1: Summary of budget of FY 2021-22

Sl.	Item of Budget	Taka
1.	Total Budget	Taka 114,31,00,000 (One hundred fourteen crore thirty-one lacs only)
2.	Revised Budget	Tk. 123,31,00,000 (One hundred twenty-three crore thirty-one lacs only)
3.	Budget of Four (4) RPATCs	Tk. 26,00,00,000 (twenty-six crore only)
4.	Revised Budget of RPATCs (included in the revised budget of BPATC.)	Tk. 28,00,00,000 (twenty-eight crore only)
5.	Major expenditure Landscaping for Barishal RPATC	Tk. 1,41,86,615 (One crore forty-one lacs eighty-six thousand six hundred fifteen only)
6.	Expenditure for others Buildings and installations for Sylhet RPATC boundary. (Including Building maintenance, Road repair, recurring expenses)	Tk. 6,65,23,036 (Six crore sixty-five lacs twenty-three thousand thirty-six only)
7.	Total Expenditure (BPATC and 4 RPATCs together as on 30 June 2022)	Tk. 83,97,46,547 (Eighty-three crore ninety-seven lac forty six thousand five hundred forty seven only)
8.	Total Unspent Money	Tk. (123,31,00,000-83,97,46,547) = 39,33,53,453 (Thirty-nine crore thirty-three lacs fifty three thousand four hundred fifty three only)



A detailed account of the income and expenditure of the fiscal year (1 July 2021 to 30 June 2022) shown in the following table.

Table 10.2: Financial statement for FY 2021-22

Financial Statements for Fiscal Year 2021-22 and 2020-21					
Income			Expenditure		
Name of the Heads	2021-22	2020-21	Name of the Heads	2021-22	2020-21
Total Allocation for Employees' Salary	137,000,000	128,300,000	(A) Total Pay (Officers and Establishment)	115,774,873	114,723,779
Allowances	105,150,000	98,330,000	(B) Allowances	95,488,437	85,213,912
Supply and Servicing Capitals	748,100,000	702,820,000	(C) Total Operating Expenses	502,006,145	485,524,211
Pension and Retirement Benefits	30,000,000	29,000,000	(D) Welfare Expenditure (Pension and Social Welfare)	31,036,431	29,400,459
Special Grant	4,500,000	4,000,000	(E) Others Grant	6,200,390	5,281,576
Research Grant	21,000,000	8,300,000	(F) Total Capital Expenditure (Building and Installations, Office Equipments, Computers)	88,725,301	12,219,703
Others Grant	900,000	800,000	(G) Others Capital Grant	514,970	393,290
Machineries Grant	13,950,000	31800000	(H) Land Acquisition / Purchase	-	81,838,000
Vehicle Grant/Office Equipments	18,500,000	11,000,000	Total Exp. (A to H)	839,746,547	814,594,930
Building and Installations	90,000,000	-	Closing Balance / Unspent Amount	393,353,453	313,393,070
Information and Communication Technology Grant	60,000,000	60,000,000			
Other Capital Grants	4,000,000	3,600,000			
Land Acquisition / Purchase	-	81,838,000			
Grand total	1,233,100,003	1,127,988,000	Grand Total	1,233,100,000	1,127,988,000

10.2 Year wise Income, Expenditure and Budget Utilization of BPATC

Table 10.3: Year-wise income, expenditure, and budget utilization

Financial Years	Total Allocation (Including Own Fund)	Total Expenditure	Unspent Amount	% of Budget Utilized
1984-1985	14,000,000.00	10,645,000.00	3,355,000.00	76
1985-1986	18,668,000.00	18,662,000.00	6,000.00	99.99
1986-1987	22,020,000.00	21,652,000.00	368,000.00	98
1987-1988	27,216,000.00	25,752,000.00	1,464,000.00	95
1988-1989	35,304,000.00	34,125,000.00	1,179,000.00	97
1989-1990	39,588,000.00	39,070,000.00	518,000.00	99
1990-1991	33,846,000.00	32,745,000.00	1,101,000.00	97
1991-1992	38,891,000.00	38,296,000.00	595,000.00	98
1992-1993	37,894,000.00	37,574,000.00	320,000.00	99
1993-1994	61,330,000.00	48,407,000.00	12,923,000.00	79
1994-1995	59,101,000.00	46,149,000.00	12,952,000.00	78
1995-1996	67,868,000.00	66,036,000.00	1,832,000.00	97
1996-1997	61,873,000.00	60,172,000.00	1,701,000.00	97
1997-1998	62,360,000.00	60,773,000.00	1,587,000.00	97
1998-1999	61,643,000.00	59,783,000.00	1,860,000.00	97
1999-2000	70,434,000.00	68,946,000.00	1,488,000.00	98
2000-2001	70,000,000.00	68,127,000.00	1,873,000.00	97
2001-2002	77,200,000.00	76,159,000.00	1,041,000.00	99
2002-2003	86,070,000.00	85,797,000.00	273,000.00	99.98
2003-2004	90,623,000.00	89,439,000.00	1,184,000.00	99
2004-2005	105,470,000.00	104,880,000.00	590,000.00	99
2005-2006	117,390,000.00	116,073,000.00	1,317,000.00	99
2006-2007	127,817,000.00	127,200,000.00	617,000.00	99.99
2007-2008	141,218,000.00	140,603,000.00	615,000.00	99.99
2008-2009	167,114,000.00	162,560,000.00	4,554,000.00	97
2009-2010	228,988,000.00	228,859,000.00	129,000.00	99.99
2010-2011	297,174,000.00	286,949,000.00	10,225,000.00	97
2011-2012	299,121,000.00	265,011,000.00	34,110,000.00	89
2012-2013	311,556,000.00	290,428,000.00	21,128,000.00	93
2013-2014	366,188,000.00	338,865,000.00	27,323,000.00	93
2014-2015	458,070,000.00	436,069,000.00	22,001,000.00	95



Financial Years	Total Allocation (Including Own Fund)	Total Expenditure	Unspent Amount	% of Budget Utilized
2015-2016	540,971,000.00	520,872,000.00	20,099,000.00	96
2016-2017	619,411,000.00	588,919,000.00	30,492,000.00	95
2017-2018	1,130,974,000.00	1,065,362,000.00	65,612,000.00	94
2018-2019	997,428,000.00	887,317,000.00	110,111,000.00	89
2019-2020	1,023,669,000.00	654,450,000.00	369,219,000.00	64
2020-2021	1,127,988,000.00	814,595,000.00	313,393,000.00	72
2021-2022	1,233,100,000.00	839,747,000.00	393,353,000.00	68

The Budget of BPATC always includes the allotment for its four Regional Centres. At the beginning of BPATC, its budget was only Taka 14,000,000 (One Crore Forty Lac). It took almost 20 years (from 1984-85 to 2004-05) to reach its budget of 10 (ten) Crore. From then, the total allowance for BPATC gained momentum, and within the next 12 years, it crossed the 100 (hundred) crore landmark. In the last fiscal year, the total allotment for BPATC was Taka 1,233,100,000 (One Hundred Twenty-Three Crore Thirty-One Lac), which is 124% higher than the allotment made at the year of its inception. The government has substantially increased allocation for BPATC, which clarifies the government's intention, capacity and focus to invest in training and Human Resource Management (HRM). BPATC has also shown its capability in budget utilisation. Most of the year, it has spent more than 97% of its total allocation, though the recent trend is somewhat different. Last year the budget utilisation was only 68%, and an amount of Taka 393,353,000.00 (Thirty-Nine Crore Thirty-Three Lac Fifty-Three Thousand) remained unspent.

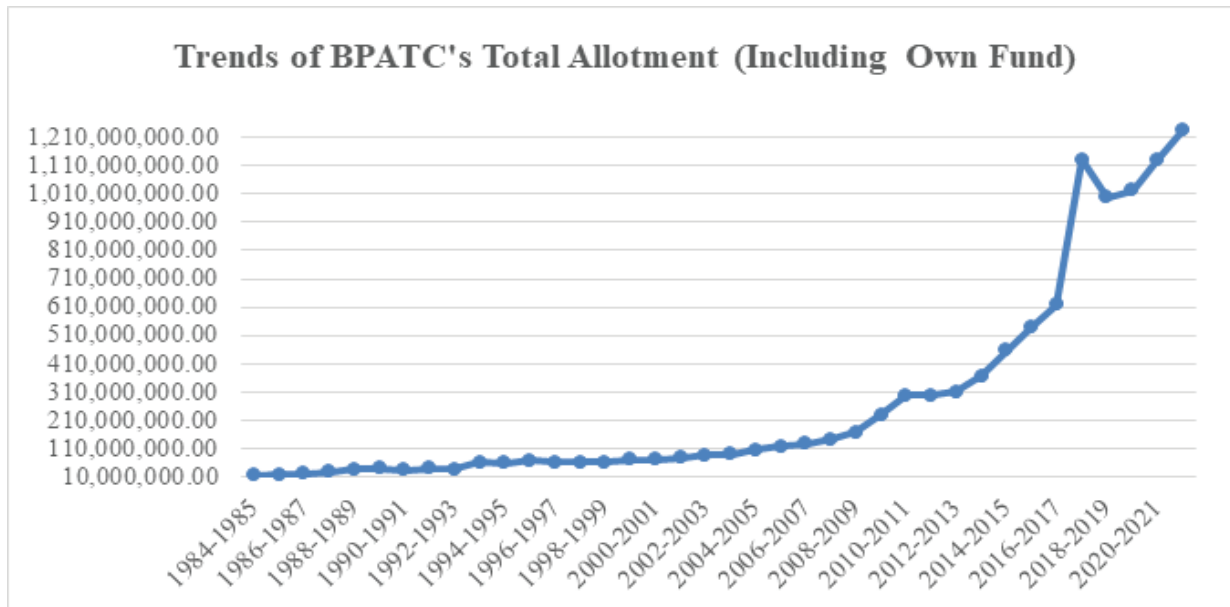


Figure 10.1: Allotment trend

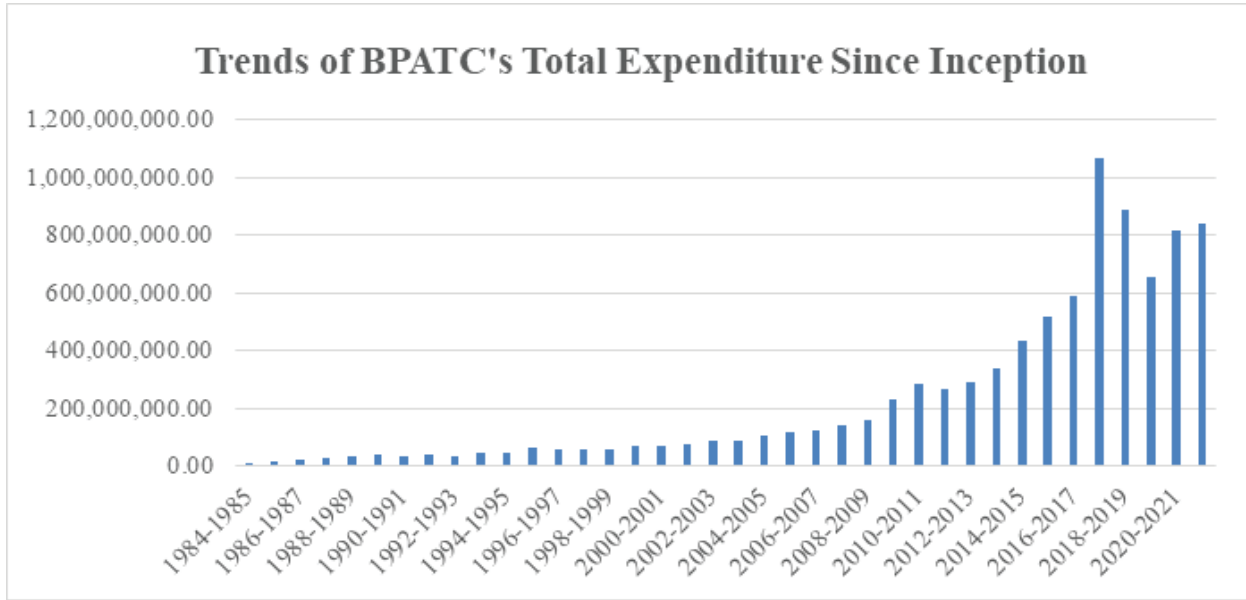


Figure 10.2: Expenditure trend

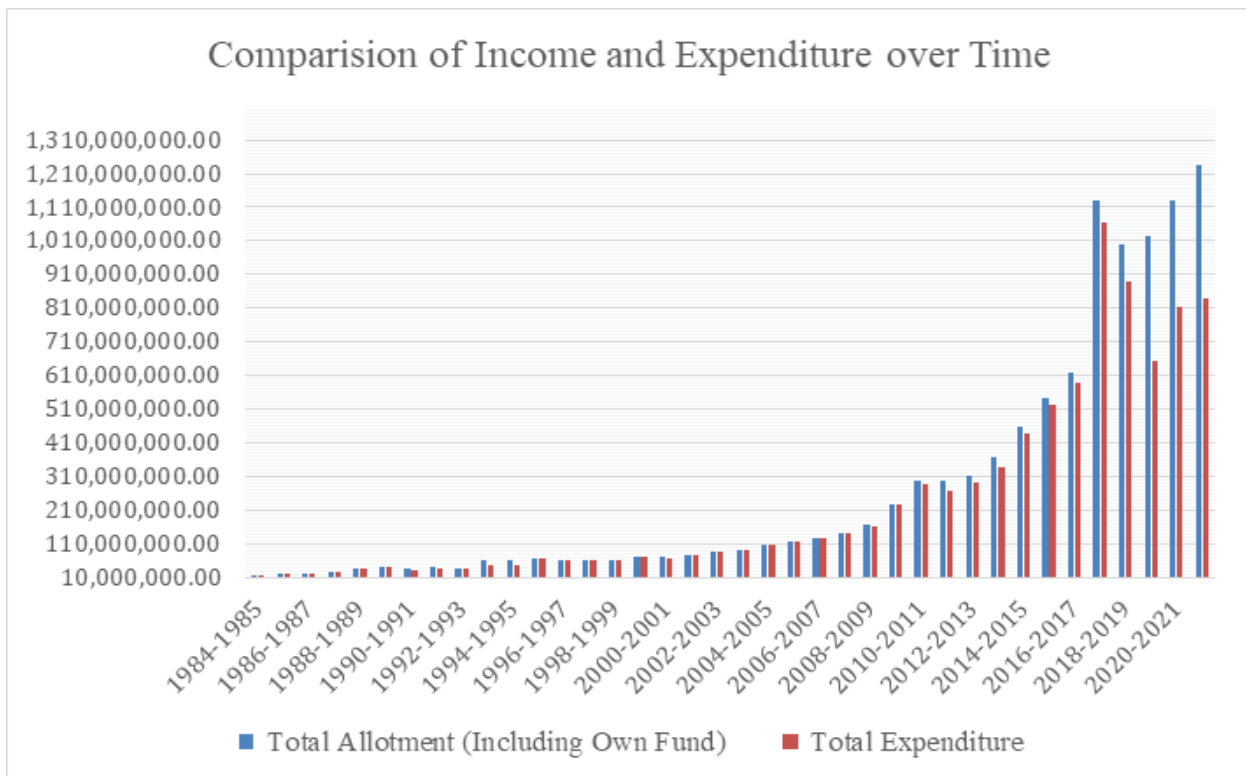


Figure 10.3: Comparison of income and expenditure



CHAPTER ELEVEN

APA ACHIEVEMENT

11.0 BPATC's Annual Performance Agreement (APA)

BPATC prepared the Annual Performance Agreement (APA) of 2021-22 as per the directives of the Cabinet Division. The 2021-22 APA between MoPA and BPATC was signed on 22 June 2021. The Senior Secretary, MoPA and the Rector, BPATC signed the final edition of APA (2021-22).

আমি, রেক্টর, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র, গণপ্রজাতন্ত্রী বাংলাদেশ সরকারের মাননীয় মন্ত্রী, জনপ্রশাসন মন্ত্রণালয়-এর প্রতিনিধি সিনিয়র সচিব, জনপ্রশাসন মন্ত্রণালয়-এর নিকট অঙ্গীকার করছি যে, এ চুক্তিতে বর্ণিত ফলাফল অর্জনে সচেষ্ট থাকব।

আমি, সিনিয়র সচিব, গণপ্রজাতন্ত্রী বাংলাদেশ সরকারের মাননীয় মন্ত্রী, জনপ্রশাসন মন্ত্রণালয়-এর প্রতিনিধি হিসেবে রেক্টর, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র-এর নিকট অঙ্গীকার করছি যে, এই চুক্তিতে বর্ণিত ফলাফল অর্জনে প্রয়োজনীয় সহযোগিতা প্রদান করব।

স্বাক্ষরিত:




২২ জুন, ২০২১

রেক্টর

তারিখ

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র



২২.০৬.২১

সিনিয়র সচিব

তারিখ

জনপ্রশাসন মন্ত্রণালয়

Fig: APA 2021-22 between BPATC and MoPA



11.1 Targets

The areas of performance (section 3) underpinned the major activities of the Centre, such as regular training programmes, the progress of projects, administrative functions, research, publications, and so on. This part covers a total of 70 marks and includes four major areas of performance i.e., (1) Enhancing the Competency of the Government Officials through Core Courses (25 marks), (2) Development of the Organisational Capacity (20 marks), (3) Improving the Competency of the Human Resources through Seminar, Conference, Workshop and Training (15 marks), and (4) Research and Publication Activities (10).

On the other hand, reforms and good governance section contains 30 marks and covers the following activities: (1) Implementation of the National Integrity Strategy Work Plan, (2) Execution of E-governance/Innovation Work Plan, (3) Implementation of the Right to Information Work Plan, (4) Implementation of the Work Plan for Grievance Redress System, and (5) Implementation of the Citizen Charter Work Plan 2021-22.

11.2 APA Achievements in FY 2021-22

In 2021-22, BPATC scored 90.11 out of a total of 100. In the first section i.e., strategic objective part, BPATC obtained 63.90 out of 70 and in section two i.e., reforms and good governance section, the Centre scored 26.21 out of 30. It is worth mentioning that, in the previous FY, the total score was 74.76, implying a steady progress over the previous year.

BPATC's APA achievements in the financial year 2021-22 are presented in the following charts/diagrams:

Table 11.1: BPATC's APA score (sub-head wise) - out of 100

Head of APA Assessment	Sub-head of APA Assessment	Total Marks Allocated	Achievement of BPATC 2021-2022	Achievement of BPATC 2020-2021
Areas of Performance	Enhancing the Competency of the Government Officials through Core Courses	25	25	16.48
	Development of Organizational Capacity	20	14	14.09
	Improving the Competency of the Human Resources through Seminar, Conference, Workshop and Training	15	15	10.46
	Research and Publication Activities	10	9.9	8.75
Areas of Performance related to Reforms and Good Governance	Implementing Integrity Strategy	10	9.45	24.98
	Execution of E-governance/ Innovation Work Plan	10	9.40	
	Implementing Right to Information Strategy	3	2.64	
	Implementing the Work Plan of Grievance Redress	4	3.52	
	Implementing the Citizen Charter	3	1.20	
Total		100	90.11	74.76

11.3 Future Plan:

BPATC has a well-defined future plan to enhance its capacity as well as the standard of the existing services. The prime aim of BPATC is to become an ideal institution capable of organizing regular international training programmes and inviting trainees from different parts of the world. Steps will be taken to formulate a thematic group based on subject expertise, commence online training courses for government officials and upgrade organogram and update rules and regulations under BPATC Act 2018. Apart from the infrastructural capacity, international training events and opportunities for higher studies at top ranked foreign universities will be increased to enhance the soft skills of faculty members.

11.3.1 Potential Achievements in the FY 2022-23:

1. Organising Foundation Training Course (FTC) for 540 probationers of Bangladesh Civil Service, Advanced Course on Administration and Development (ACAD) for 90 Deputy Secretaries/equivalent Officials from Foreign, Police and Defence Services, Senior Staff Course for 90 Joint Secretaries/equivalent Officials from Foreign, Police and Defence Services.
2. Arranging Policy Planning and Management Course (PPMC) for Additional Secretaries, Special Foundation Training Course (SFTC) for Non Cadre Officials, Training of Trainers (ToT) Courses.
3. Completion of five research projects on Public Administration and Development.
4. Preparing two development projects on BPATC's structural capacity enhancement and sending them to the concerned for approval.
5. Ensuring 50% completion of the 'BPATC's Training Capacity Enhancement Project.
6. Acquiring of 5.00 acres of land for Mymensingh's proposed Regional Public Administration Training Centre (RPATC).
7. Completion of the official procedure for the additional 2.00 acres of land claimed for the proposed Regional Public Administration Training Centre (RPATC) in Rangpur.
8. Finalising the Master Plan for the proposed Regional Public Administration Training Centre (RPATC) for Barishal and Sylhet.
9. Application of KOHA Software for the entries of books and journals.
10. Upgrading the ERP Software of the Centre to make that more user-friendly.

Targets and Achievements of RPATCs APA



APA singing between BPATC and 4 RPATCs on 21st June 2022



Table 11.2: RPATCs' training targets and achievements

Name of RPATC	Targeted (Courses)	Conducted (Courses)	Total number of Participants (Targeted)	Total number of Participants (Achieved)	Percentage
DHAKA	42	42	42×25=1050	1380	131.42%
CHATTOGRAM	42	42	42×25=1050	1415	134.76%
RAJSHAHI	42	41	42×25=1050	1292	123.04%
KHULNA	42	39	42×25=1050	1277	121.90%
TOTAL	168	164	4200	5364	127.71%



BPATC

CHAPTER TWELVE

MISCELLANEOUS



12.0 Welfare of the Employees

The Centre funds welfare activities for employees. There are a number of educational and voluntary organisations including BPATC School and College, Mosque, Officers Club, Employees Club, and Ladies Club. Brief accounts of the welfare activities of these organisations undertaken during reporting year are given in the following sections.

12.1 BPATC School and College

BPATC School was established in 1984 and later upgraded to college in 2000. The school section has 28 teachers, while the college has 27 teachers. In FY 2021-22, BPATC School and College continued its educational programme despite Covid-19 situation. The Governing Body of the School and College confirmed the job of 16 teachers and employees. To ensure the quality of education, the institution procured a ICT equipment like computers, laptops and other teaching aids.

12.1.2 Students of BPATC School & College

The following table shows the distribution of students studying in the school and the college sections. It shows that the number of students increased in the academic year 2021-22 compared to that of the previous academic session in both the school and the college sections.

Table 12.1: Distribution of students in the school and college section

Academic Session	Group	Students		
		Boys	Girls	Total
	School Section			
2021-22	Not Applicable	468	430	898
2022-23	Not Applicable	538	491	1029
	College Section			
2020-21	Science	106	138	244
	Humanities	41	71	112
	Business Studies	75	88	163
	Total	222	297	519
2021-22	Science	119	129	248
	Humanities	40	94	134
	Business Studies	79	120	199
	Total	238	343	581

12.1.3 Academic Performance by Students

12.1.3.1 Performance in the PEC and JSC Examinations

In 2020 and 2021, PEC and JSC examinations were not held due to COVID pandemic.

12.1.3.2 Performance in SSC Exam

In 2021, 143 students appeared at the Secondary School Certificate (SSC) examination, and all of them successfully passed, while 51.74% got GPA-5. The SSC examination was not held as of June 2022. The performance of students in the SSC examination in 2021 is presented in Table- 9.5 below:

Table 12.2: Comparison of performance of students in the SSC exam

(Data within parentheses show percentage)

Year	No. of Student		Result						
	Appeared	Passed	GPA 5	GPA 4 to <5	GPA 3.5 to <4	GPA 3 to <3.5	GPA 2 to <3	GPA 1 to <2	Fail
2021	143	143	74 (51.74)	67 (46.85)	1 (0.69)	1 (0.69)			

12.1.3.4 Performance in the HSC Exam

In 2021, 568 students appeared at the Higher Secondary Certificate (HSC) examination, and 566 of them successfully passed, while 53.87% secured GPA-5. Table 9.6 shows the performance of students in the HSC examination held in 2021.

Table 12.3: Comparison of performance of students in the HSC exam

(Data within parentheses show percentage)

Year	No. of Student		Result						
	Appeared	Passed	GPA 5	GPA 4 to <5	GPA 3.5 to <4	GPA 3 to <3.5	GPA 2 to <3	GPA 1 to <2	Fail
2021	568	566	306 (53.87)	248 (43.66)	12 (2.11)	0	0	0	2 (0.35)

12.1.4 Income and Expenditure

In FY 2021-22, the income of BPATC School & College collected as fees from students and as grant from BPATC totalled BDT 4.43 crore while the total expenditure stands at BDT 3.55 crore.

12.2 Ladies Club, BPATC

In the reporting year, the Club organized a good number of socializing activities. The income of the Club includes grants from BPATC, members' monthly subscription, and income from Angkur Preparatory School, a pre-primary school run by the Club. This year, the Club distributed Covid-19 safety products among the club members, arranged farewell programmemes for Club members, observed 'Women's Day' and other national days, organized Pitha Utshob (a traditional Bangla cultural festival) for the members and supported ultra-poor families.



12.3 BPATC Officers Club

In FY 2021-22, the Officers Club accrued a total of BDT 7.50 lakh from room rent, monthly subscription and grants.

The main activities of the Club in the reporting year were arranging cultural and sports competition, observance of national days, celebrating Bangla New Year (Pohela Boishakh), arranging farewell programmemes etc.

12.4 Employees' Club

BPATC Employees Club organized a number of socializing and welfare programmemes for the Club members in FY 2021-22. The activities include farewell programmemes, picnic, sports programmeme, observance of national days, arrangement for funerals etc.

ANNEXURE

Annexure 1: Grade-wise names of posts and employment status

Grade-9 and Above

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1	Ractor	1	1	0
2	MDS	6	5	1
3	Director	19	16	3
4	System Analyst	1	0	1
5	Deputy Director	28	26	2
6	Librarian	2	1	1
7	Assistant System Analyst	1	1	0
8	Programmemer	1	1	0
9	Medical Officer	3	3	0
10	Senior Research Officer	2	2	0
11	Assistant Director	36	23	13
12	Assistant Programmemer	4	4	0
13	Evaluation Officer	6	2	4
14	Research Officer	6	3	3
15	PS to Rector	1	0	1
16	Publication Officer	1	1	0
17	Assistant Engineer	2	0	2
Total		120	89	31

Grade-10:

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1.	Junior Instructor	4	3	1
2.	Assistant Librarian	2	2	0
3.	Assistant Publication Officer	1	0	1



Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
4.	Office Supervisor	1	1	0
5.	Account Officer	1	1	0
6.	Estate Officer	1	1	0
7.	Purchase Officer	1	1	0
8.	Comptroller	1	1	0
9.	Budget Officer	1	1	0
10.	Transport Supervisor	1	1	0
11.	Supervisor (civil)	1	1	0
12.	Estimator	1	1	0
13.	Technical Supervisor	6	2	4
14.	Sub-Asst. Engineer	2	0	2
	Total	24	16	8

Grade 11-16:

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1	Coping & Duple Supervisor	1	1	0
2	Store keeper	1	1	0
3	Cafeteria Manager	1	0	1
4	Pharmacist	1	0	1
5	Nurse	1	0	1

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
6	Artist	1	0	1
7	Computer Operator	4	3	1
8	Head Assistant	4	3	1
9	Training Assistant	4	3	1
10	Training Assistant	1	0	1
11	Statistical Assistant	4	1	3
12	Cataloger	8	6	2
13	Accountant	5	3	2
14	Stenographer/ P. A	8	7	1
15	Steno- Typist	20	16	4
16	Imam	1	1	0
17	UDA	24	21	3
18	Cashier	5	3	2
19	Caretaker	2	2	0
20	Compounder	2	2	0
21	Photographer	1	0	1
22	Electrician	2	1	1
23	Muazzin	1	1	0
24	Move Projector Operator	1	0	1
25	LDA	33	24	9
26	Data Entry/ Control Operator	4	3	1
27	LDA-Cum Computer Typist	6	6	0
28	Office Assistant / LDA Cum Typist	2	2	0
29	Typist/ LDA	1	0	1
30	Computer Typist	27	17	10
31	Darkroom Attendant	1	1	0
32	Telephone Operator	6	5	1
33	Receptionist	2	2	0
34	Cafeteria Account Assistant	1	1	0
35	Cafeteria Cashier	1	1	0
36	Cafeteria Supervisor	2	2	0
37	Cafeteria Procurement Assistant	1	1	0
38	Procurement Assistant	1	0	1
39	Guest House Assistant	1	1	0
40	Dormitory Supervisor	9	7	2
41	PA System Operator	1	0	1



Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
42	Accounts Assistant	2	1	1
43	Telephone Mechanic	1	0	1
44	Driver	23	20	3
45	Garage Mechanic	1	0	1
46	Cook	2	1	1
47	Rajmistri	1	1	0
48	Plumber	2	2	0
Total		234	173	61

Grade 17-20

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1	Binder	2	2	0
2	Cafeteria Cook/ Head Cook	2	1	1
3	Cook	4	1	3
4	Assistant Cook	4	4	0
5	Cafeteria Waiter	16	14	2
6	MLSS	99	66	33
7	Gardener	10	8	2
8	Night Guard	4	2	2
9	Prohori	2	2	0
10	Security Prohori	26	21	5
11	Sports Pion	3	2	1
12	Messenger	6	4	2
13	Room Bearer	8	6	2
14	Room Boy	4	3	1
15	Class Room Attendant	11	4	7
16	Dispatch Rider	4	3	1
17	Sports & Common Room Assistant	1	0	1
18	Photocopy Operator	10	7	3
19	Library Attendant	5	3	2
20	Guest House Attendant	2	2	0
21	Club Attendant	1	1	0

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
22	Bus Helper	2	0	2
23	Assistant Electrician	2	1	1
24	Garage Helper	1	0	1
25	Campus Carpenter	2	2	0
26	Kitchen Boy	6	6	0
27	Rajmistri Helper	1	1	0
28	Pump Operator	1	1	0
29	Khedem	1	1	0
30	Electrician Cum-Pump Operator	4	2	2
31	Cleaner	28	23	5
Total		272	193	79



Faculty members and participants of training courses attending the opening ceremony of the 73rd Foundation Training Course



Annexure 2: Number of service recipients from BPATC's medical facilities

Patients attended BPATC clinic

SI. No.	Type of patient	Number of patients	Percentage (%)
01	Male	16696	57
02	Female	8202	28
03	Children	4394	15
Total		29292	100

Patients attended physiotherapy unit

SI. No.	Type of Patient	Number Patient		
		Male	Female	Total
1	Course participants	996 (82%)	217 (18%)	1213
2	Other than course participants	3287 (74%)	1147 (26%)	4434
Total		4283 (76%)	1364 (24%)	5647

Annexure 3: Course-wise number of participants in four RPATCs

Sl. No.	Programme Name	Duration (Days)	Number of Batch	Number of Participants attended												Total
				Dhaka			Chhattaogram			Rajshahi			Khulna			
				M	F	T	M	F	T	M	F	T	M	F	T	
1.	Modern Office Management Course (Grade 9 or above)	12	01	28	07	35	21	04	25	25	09	34	29	04	33	127
2.	Financial Management Course for (Grade 9 or above)	12	01	22	04	26	22	04	26	11	04	15	25	05	30	97
3.	Conduct and Discipline Course(Grade 9 or above)	5	01	30	02	32	26	06	32	15	05	20	24	0	24	108
4.	ICT and e-governance Management course (Grade 9 or above)	12	01	26	10	36	22	05	27	15	11	26	18	02	20	109
5.	Communicative English Course (Grade 9 or above)	12	01	22	03	25	20	05	25	21	08	29	13	02	15	94
6.	Procurement Management Course (Grade 09 or above)	05	01	19	03	22	20	07	27	15	07	22	27	02	29	100
7.	Workshop on Right to Information (RTI) (Grade 9 or above)	1	01	14	03	17	27	08	35	25	05	30	31	04	35	117
8.	Workshop on Women and Child Rights (Grade 09 or above)	1	01	22	14	36	17	20	37	21	17	38	23	14	37	148
9.	Workshop on National Integrity Strategy (NIS) (Grade 9 or above)	1	01	20	05	25	29	11	40	32	08	40	29	07	36	141
10.	Workshop on Localization of Sustainable Development Goals (SDGs) (Grade 9 or above)	1	01	30	06	36	32	10	42	27	07	34	32	05	37	149
11.	Workshop on Public Procurement Emphasizing on EGP (Grade 9 or above)	1	01	25	07	32	34	10	44	20	07	27	37	02	39	142
12.	Workshop on Perspective Plan 2041	1	01	31	06	37	29	07	36	23	06	29	25	07	32	134
13.	Workshop on Delta plan 2100	1	01	38	04	42	25	04	29	39	15	54	32	05	37	162
14.	Workshop on Annual Performance Agreement (APA)	1	01	32	10	42	33	07	40	43	12	55	30	09	39	176
15.	Workshop on Amar Gram Amar Shohor (Grade 09 or above)	1	01	29	06	35	33	07	40	46	14	60	37	06	43	178
16.	Workshop on Land Management (Grade 9 or above)	1	1	19	02	21	25	03	28	18	08	26	32	07	39	114
17.	Foundational Training Course for Grade 10-12 Employees	26	04	23	12	35	19	03	22	28	04	32	12	07	19	108
				20	02	22	28	04	32	08	12	20	24	04	28	102
				24	03	27	30	05	35	12	11	23	19	04	23	108
				23	10	33	24	01	25	14	16	30	0	0	0	88



Sl. No.	Programme Name	Duration (Days)	Number of Batch	Number of Participants attended												Total
				Dhaka			Chattogram			Rajshahi			Khulna			
				M	F	T	M	F	T	M	F	T	M	F	T	
18.	Office Management and ICT Course for Grade 10-12 Employees	12	01	24	08	32	22	03	25	17	09	26	21	05	26	109
19.	Financial Management Course for (Grade 10-12 Employees)	12	01	20	06	26	22	03	25	15	09	24	28	04	32	107
20.	Conduct & Discipline Course (Grade: 10-12)	05	01	25	10	35	21	05	26	28	13	41	48	01	49	151
21.	Information & Communication Technology (ICT) Course (Grade 10-12 Employees)	12	01	26	04	30	18	02	20	25	16	41	21	02	23	114
22.	Communicative English Course (Grade 10-12 Employees)	12	01	20	08	28	18	03	21	17	15	32	0	0	0	81
23.	E-nothi Course for Grade 10-12 Employees	05	01	19	10	29	29	11	40	19	15	34	26	05	31	134
24.	Foundational Training Course for Grade 13-16 Employees	19	04	30	06	36	29	05	34	22	04	26	32	07	39	135
				46	10	56	34	03	37	19	09	28	34	02	36	157
				46	19	65	23	05	28	34	08	42	25	09	34	169
				35	10	45	36	07	43	27	06	33	35	09	44	165
25.	Office Management and ICT Course for Grade 13-16 Employees	12	02	33	06	39	37	08	45	26	08	34	33	05	38	156
				26	07	33	42	13	55	0	0	0	0	0	0	88
26.	Financial Management Course for (Grade 13-16 Employees)	12	01	30	06	36	36	04	40	16	04	20	31	09	40	136
27.	Conduct and Discipline Course (Grade 13-16 Employees)	05	01	17	05	22	62	08	70	20	08	28	22	01	23	143
28.	Information & Communication Technology Course (Grade: 13-16)	12	01	24	09	33	22	02	24	20	08	28	31	05	36	121
29.	E-nothi Course for Grade 13-16 Employees	05	01	19	10	29	44	04	48	29	03	32	32	04	36	145
30.	Foundational Training Course for Grade 17-20 Employees	12	06	15	01	16	28	0	28	21	01	22	31	0	31	97
				22	05	27	32	01	33	23	06	29	28	06	34	123
				27	05	32	27	04	31	26	04	30	28	04	32	125
				44	04	48	34	06	40	33	04	37	19	04	23	148
				25	09	34	22	03	25	14	08	22	33	03	36	117
				23	10	33	27	03	30	38	01	39	35	04	39	141
	Total =42			1093	287	1380	1181	234	1415	947	345	1292	1092	185	1277	5364