



# NAEM Annual Report 2023-24

**30 June 2024**



**National Academy for Educational Management (NAEM)**  
Secondary and Higher Education Division  
Ministry of Education  
Dhanmondi, Dhaka-1205  
[www.naem.gov.bd](http://www.naem.gov.bd)

**NAEM Publication No. NAEM-181/2022**

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## **National Academy for Educational Management (NAEM)**

Secondary and Higher Education Division

Ministry of Education

Dhanmondi, Dhaka-1205

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## NAEM Profile

Official Name : National Academy for Educational Management (NAEM)  
Division : Secondary and Higher Education Division (SHED)  
Ministry : Ministry of Education  
Area : NAEM Road, Dhanmondi, Dhaka-1205  
Established 1959

**Administrative Structure:** Director General (DG), four (04) Directors, seven (07) Deputy Directors, sixteen (16) Assistant Directors, twenty-six (26) Training Specialists (recruited under SESIP), one (01) Computer Programmer, twenty-six (26) Teacher Trainers, one (01) Librarian, one (01) Medical Officer, one (01) Accounts Officer, one (01) Documentation Officer, one (01) Computer Supervisor, two (02) Physical Instructors and 76 Support Staff.

**Responsibilities:** Its principal responsibilities are to ensure efficient management at post-primary level of education offering training courses and conducting educational research.

**Facilities:** Academic Building and Auditorium, Library & Documentation, Computer Labs, Language Lab, Cafeteria, Mosque, Medical Center, Gymnasium and ICT Cell etc.

### Four (04) Divisional Activities:

- 1) **Administration and Finance Division:** Keeping accounts and preparing budgets, supervising the construction, repair, renovation, and regular procurement.
- 2) **Training and Implementation Division:** Conducting more than twenty-five (25) types of training courses covering different types of education functionaries, teacher educators and related officers in this field under the guidance of Ministry of Education.
- 3) **Planning and Development Division:** Preparing Annual Training Calendar, Draft Annual Performance Agreement (APA), Monitoring APA, SDG & Vision 2041.
- 4) **Research and Documentation Division:** Organizing research work, preserving dailies and weeklies, publishing Newsletter, Journal, Annual Report etc.

**Future Action Plan:** To establish itself as an international training institution to fulfill the goals of SDG4.

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### NAEM Annual Report 2022-2023

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**Prof. Dr. Tahmina Begum**  
Director General, NAEM

## Message

I am very happy to know that National Academy for Educational Management (NAEM) is going to publish its Annual Report 2023-2024 with a view to giving an account of the overall activities of NAEM. This Annual Report is a bridge between the past and future activities and achievements of NAEM in different fiscal year. I thank all of the faculties of NAEM and all the concerned who gave their sincere efforts for the publication of this Annual Report.

NAEM has been accomplishing most jobs regarding educational management like infrastructure development, course content development, faculty development, transparency and accountability, research methodology development, training activities monitoring as per its annual plans to achieve its organizational goals. To attain the global goal of sustainable development Goal (SDG), NAEM included SDG related contents in its all training programs to acclimatize participants mostly about the SDG4 related to quality education with ten targets for ensuring inclusive and equitable quality education and for promoting lifelong learning opportunities for all.

In this denormal pandemic situation, NAEM has kept continuing most of the training courses in both online and offline mode, including the publication of two NAEM Journals, four Newsletter and other special publications. It is giving its utmost effort for the internal publication also. NAEM as a leading institution prepares its plans for the internal activities through Planning and Development Division, conducts different kind of training and training related activities through its Training and Implementation Division. Research and Documentation Division gives support for the successful completion of NAEM research activities and also arranges workshops, seminars and conferences and so forth. Administration and Finance Division supports to implement all planned activities of NAEM with their utmost quality even in any emergency. In this fiscal year, a total of 3631 Teachers have been trained up and total of 18 research works have been conducted. Besides, A good number of workshops and TOTs have been done. Under the financial year 2023-24, the academy received total Tk. **452910000.00** as a yearly budget. The academy has performed several activities under the FY 2023-24, and the amount of total expenditure is Tk. **416754100.00**. The total of 92.02% allocated budget has been spent in this fiscal year.

Education is fundamental and instrumental to development and national growth. For our national development, we have to invest smartly in education to build our nation as Sonar Bangla, the Dream of the Father of Nation, Bangabandhu Sheikh Mujibur Rahman. NAEM has taken more effective initiatives to discharge its best effort to ensure the goal of quality education by developing quality teacher through time winning teacher training programs developed by its faculties with the collaboration of global partner organizations.

**(Prof. Dr. Tahmina Begum)**

## Annual Report 2023-24

### Editorial Board of NAEM

Prof. Dr. Tahmina Begum, Director General	Advisor
Prof. Dr. Ummay Asma, Director (Research and Documentation)	Convenor
Dr. Mohammad Abdur Rahman Miah, Assistant Director (P&D)	Member
Dr. <b>Mohammad Hafiz Uddin, Assistant Director (T&amp;I)</b>	Member
Md Shamsul Huda, Teacher Trainer	Member
Md. Masud Rana, Teacher Trainer	Member
Md Mamunur Rashid, Teacher Trainer	Member
Dr. Md. Harunur Rashid, Assistant Director (R&D)	Member-Secretary

#### Camera

Md Tarikul Islam

## **Special Gratitude**

Prof. Md. Khorshed Alam, Director (T&I), NAEM

Prof. Dr. Shah Md Amir Ali, Director (A&F), NAEM

Mr. Salimuzzaman, Director (P&D), NAEM

Dr. Md Ayet Ali, Assistant Director (R&D), NAEM

**The Annual Report 2023-2024**

**Prepared by-**

**NAEM**

## The Annual Report 2023-2024, NAEM

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## Abbreviation

<b>Abbre.</b>	<b>Elaboration</b>	<b>Abbre.</b>	<b>Elaboration</b>
4IR	Fourth Industrial Revolution	HSTTI	Higher Secondary Teachers' Training Institute
ACEM	Advanced Course on Education and Management	ICT	Information and Communication Technology
ADB	Asian Development Bank	IER	Institute of Education and Research
APA	Annual Performance Agreement	IIEP	International Institute of Educational Planning
APA	Annual Performance Agreement	ISSN	International Standard Serial Number
APCEIU	Asia –Pacific Centre of Education for International Understanding	JICA	Japan International Cooperation Agency
BARD	Bangladesh Academy for Rural Development	LPG	Liquid Petroleum Gas
BCDM	BRAC (Bangladesh Rural Advancement Committee) Centre for Development Management	LPM	Library Planning and Management
BCS	Bangladesh Civil Service	LT	Low Tension
BEERI	Bangladesh Education Extension and Research Institute	MP	Member of Parliament
BIAM	Bangladesh Institute of Administration and Management	NAEM	National Academy for Educational Management
BIDS	Bangladesh Institute of Development Studies	NAPD	National Academy for Planning and Development
BMTTI	Bangladesh Madrasah Teachers' Training Institute	NATA	National Agricultural Training Academy
BNCU	Bangladesh National Council for UNESCO	NCF	National Curriculum Framework
BoG	Board of Governors	NCTB	National Curriculum and Textbook Board
BOU	Bangladesh Open University	NIEAMR	National Institute for Educational Administration Extension and Research
BPATC	Bangladesh Public Administration Training	NIS	National Integrity Strategy

	Centre		
CCF	Climate Change Education	OMTC	Office Management Training Course
CEC	Communicative English Course	PMTC	Project Management Training Course
DCD	Digital Content Development	RDA	Rural Development Academy
DCD	Digital Content Development	RELO	Regional English Language Officer
DEO	District Education Officer	SDG	Sustainable Development Goals
DFID	Department of International Development	SHED	Secondary and Higher Education Division
DG	Director General	SSCEM	Senior Staff Course on Education and Management
DME	Directorate of Madrasah Education	STCTPD	Satellite Training Course on Teachers' Professional Development
DPE	Directorate of Primary Education	TA	Technical Assistance
DPoA	Doha Program of Action	TA	Technical Assistance
DPOA	Doha Program of Action	TCPS	Training Course for Public Servants of NAEM
DRR	Disaster Risk Reduction	TG	Teacher's Guide
DTE	Directorate of Technical Education	TOT	Training of Trainers
EAM	Educational Administration and Management	TT	Teacher Trainer
EEC	Education Extension Center	TTC	Teachers' Training Institute
EGP	Electronic Government Procurement	TVET	Technical and Vocational Education and Training
ELT	English Language Teaching	UGC	University Grants Commission
EPD	Education Planning and Development	UN	United Nations
ERM	Educational Research Methodology	UNESCO	United Nations Educational, Scientific and Cultural Organization
FTC	Foundation Training Course	UNICEF	United Nations International Children Emergency Fund
GCED	Global Citizenship Education	USA	United States of America
GRS	Grevance Redress System	USAID	United States Agency for International Development
		VIP	Very Important Person

**CHAPTER- 01**  
**INTRODUCTION TO NAEM**

# NAEM

## 1.1 Introduction

National Academy for Educational Management (NAEM) is the center of excellence in the field of educational management and training of Bangladesh and working for enhancing teaching excellence. The ultimate target of NAEM is to equip teachers and education managers with the professional knowledge, skills and leadership qualities. So that they can address the national as well as global demand in the education sector. NAEM is playing a leading role in the development of educational planning, administration, management, and research. The Education Extension Centre (EEC) was established in 1959 to enhance teaching quality. It has been transformed into National Academy for Educational Management (NAEM) in 1991 through an evolutionary process. The chronological development has been shown below:

<b>1959</b>	<b>NAEM started its journey as Education Extension Center (EEC) providing in-service pedagogic training to secondary school teachers.</b>
	EEC was upgraded and named Bangladesh Education Extension and Research Institute (BEERI) and was given the additional responsibility for research and management training of educational functionaries including college and madrasah teachers and administrators.
<b>1982</b>	To minimize the cost of education and promote effective educational management, the National Institute of Educational Administration, Management & Research (NIEAMR) was amalgamated with BEERI and renamed as the National Institute of Educational Administration Extension & Research (NIEAER).
<b>1982</b> <b>1991</b>	NIEAER was once again transformed into National Academy for Educational Management (NAEM). The transformation aimed at creating a Centre of Excellence in the area of educational administration, management, planning, and research.

## 1.2 Vision of NAEM

Transforming NAEM as a center of excellence and a unique training academy to prepare teachers and education administrators

## 1.3 Mission of NAEM

Building up skilled and professional teachers and education administrators with humane and moral values for developing human resources by imparting quality training to education administration, teaching-learning activities and for conducting educational research at the post-primary level with the spirit of the Great Liberation War.

#### 1.4. The Core Values of NAEM

The core values of NAEM are to ensure quality education at the post-primary level of education by ensuring teacher development, quality management and administration at the secondary as well as tertiary levels of education.

The core values of NAEM also include-

**Discipline:** We are pledged to create a congenial environment for training and maintaining discipline in every step of our activities. We trust in mutual respect and person's dignity.

**Integrity:** We are guided by patriotism and maintain values and ethics in our activities. We apply and practice integrity and establish coherence between our words and works.

**Inclusiveness:** Our academy is promised to ensure inclusive and quality education for all irrespective of religion, race, sex, caste, physical constraints, and place of birth. We promote to remove social stigma regarding inclusive education; peaceful and tolerant society.

**Professionalism:** We strive to boost professionalism with utmost sincerity, honesty, and efficiency. We also encourage participants to bring excellence in all their official activities through the lifelong learning process.

**Learning for results:** We conduct training for positive and effective learning outcomes. We create and value an enabling vivid environment for continuous learning progress for our clients and ourselves.

**Innovation:** Innovation is now viewed as the application of better solutions that meet new requirements in our country's rapid development. We are respectful to our glorious history and cultural tradition. We are equally dedicated to find and encourage creative and sustainable solutions to problems.

**Team Spirit:** We stimulate team spirit in our activities and share our achievements as well as failures among ourselves. We proceed with strategic dynamism to instill team spirit among participants of our training courses.

#### 1.5 Activities of NAEM

To achieve the set objectives, NAEM undertakes the following activities:

- 1) Plan, develop, conduct, and co-ordinate various training courses in educational administration and management, planning & development, and educational research for the education managers working at different levels and in different agencies;
- 2) Organize workshops, seminars, and meetings on problems and issues of educational development;

- 3) Undertake studies and research on educational issues;
- 4) Conduct Foundation Training Course for incumbents of Education Cadre of Bangladesh Civil Service;
- 5) Serve as documentation center for information on educational planning, administration and research;
- 6) Assist the Government in the formulation of education policies;
- 7) Cooperate with the institutions and agencies engaged in similar programmers both at national and international levels.

### **1.6 The BoG of NAEM**

The Board of Governors (BoG) is the highest policy-making body of NAEM which consists of the sixteen high officials from different Government offices. The structure of the BoG of NAEM is given below:

#### **1.6.1 Chairman**

Honorable Minister/ Advisor  
 Ministry of Education  
 Government of the People's Republic of Bangladesh

#### **Vice-Chairman**

Honorable Secretary  
 Secondary and Higher Education Division  
 Ministry of Education  
 Government of the People's Republic of Bangladesh

#### **Member Secretary**

Honorable Director General  
 National Academy for Educational Management (NAEM)  
 Secondary and Higher Education Division  
 Ministry of Education

#### **1.6.2 Members**

1. Honourable Secretary  
 Ministry of Public Administration  
 Government of the People's Republic of Bangladesh
2. Honorable Secretary  
 Ministry of Finance  
 Government of the People's Republic of Bangladesh

3. Chairman  
University Grants Commission (UGC)  
Agargaoan, Dhaka
  
6. Honorable Commandant  
Defence Services Command and Staff College  
Mirpur, Dhaka
7. Honorable Rector  
Bangladesh Public Administration Training Centre (BPATC)  
Savar, Dhaka
  
8. Honorable Rector  
BCS Administration Academy  
Dhaka
  
9. Honorable Director General  
Directorate of Secondary and Higher Education  
Ministry of Education
  
10. Honorable Director General  
Directorate of Technical Education (DTE)  
Dhaka
11. Honorable Director General  
Directorate of Primary Education (DPE)  
Dhaka
  
12. Honorable Director  
Institute of Education and Research (IER)  
University of Dhaka, Dhaka
  
13. Honorable Director General  
Directorate of Madrasah Education (DME)  
Dhaka

#### **1.6.2 Meeting of the BoG**

The 36<sup>th</sup> BoG meeting was held on 27<sup>th</sup> September 2018. The honorable Minister, Ministry of Education Mr. Nurul Islam Nahid MP was the Chairperson of the BoG meeting. The Director General of NAEM Prof. Dr. Syed Md. Golam Faruk extended all-out cooperation as the Member-Secretary of NAEM BoG Committee. The Chairperson delivered his welcome speech

and expressed thanks to the other members of the committee who attended that meeting. Afterwards, the Member-Secretary moderated and shared the meeting agenda with some faculties of NAEM and gave directions to implement the decisions.

### **1.6.3 Major Decisions of the 36<sup>th</sup> BoG Meeting**

The Revised NAEM Research Policy 2018 has been approved from the meeting. As per the approval, the NAEM Research Budget became double which is now 04 (Four) lac. Regarding the current digital circumstances and for ensuring quality education the meeting also approved some more research and pedagogical training courses proposed by NAEM.

They are i) Digital Content Development (DCD) Training Course (for teachers of Govt. & non-Govt. schools, colleges, and senior madrasahs)

ii) Pedagogical Training on Mathematics (for Secondary level Mathematics Teachers) [PTM] (s)]

iii) Training Course for Public Servants of NAEM (TCPS) In-Services Training under NIS (National Integrity Strategy) Order

Besides that, in total 05(five) pay courses were approved, they are-

1. Education Research Methodology Training Course
2. Financial Management Training Course
3. Office Management Training Course
4. Digital Content Preparation Training Course
5. Basic English Course for Communication

### **1.7 Organogram of NAEM**

The Director General (DG) is the chief executive of NAEM. Four (04) Directors, seven (07) Deputy Directors, and sixteen (16) Assistant Directors support the DG in performing both academic and administrative functions. There are also a Computer Programmer, 26 Teacher Trainers, an Accounts Officer, an Administrative Officer, a Librarian, a Documentation Officer, a Medical Officer, a Computer Supervisor, Two (02) Physical Instructors, 02 Technical Officers, and 108 support staff working under revenue budget of NAEM. In addition, 26 Training Specialists have been working for strengthening NAEM under the Secondary Education Sector Investment Program (SESIP).

The academic and administrative activities of NAEM are performed through four (4) Divisions which are - (a) Planning and Development; (b) Training and Implementation; (c) Research and Documentation and (d) Administration and Finance.

### **1.8 Personnel of NAEM in brief**

The total number of officers and employees of NAEM is one hundred ninety eight (198) under the revenue budget. Table 1.1 shows the number of employees, that are currently providing enormous services for NAEM.

**Table 1.1: Sanctioned Posts in NAEM under the Revenue Budget in 2023-24**

Level Of Post	Numbers of post
Director General	1
Directors	4
Deputy directors	7
Assistant Directors	16
Training Specialists	25
Teacher Trainers	26
Other officers	11
Employees (Grade 11-20)	84
Daily Basis Workers	24
<b>Total =</b>	<b>198</b>

### 1.9 NAEM Campus

NAEM is in the center of the capital city Dhaka. It has complete facilities for organizing training courses, workshops, and seminars.

#### Infrastructural Facilities

- A. Auditorium: Two auditoriums of NAEM are equipped with all modern facilities. These are used for seminars, symposiums, workshops, meetings, and co-curricular activities for different training courses. There is a sitting arrangement of 100 people in auditorium-1 and that of two hundred twenty (220) people in auditorium-2.
- B. Computer Laboratories: NAEM provides adequate computer facilities for trainees. There are three (03) well-equipped computer laboratories with a capacity of 90 PCs.

#### C. Administrative Building

<b>Ground Floor</b>	(a) Attractive photo gallery displaying valuable photos on the Language Movement and the Liberation war. (b) One-Stop service point for registration of the participants of all the training courses, photocopying, desktop facilities, e-mail, printing, composing etc. are available here.
<b>1<sup>st</sup> Floor</b>	(a) Office of the Director (Administration and Finance) (b) Finance, Accounts, and Cash Section
<b>2<sup>nd</sup> Floor</b>	(a) Office of the Director (Planning and Development) and other officers.
<b>3rd Floor</b>	(a) Office of the Director General, a Meeting Room and a Conference Hall
<b>4<sup>th</sup> Floor</b>	(a) Office of the Director (Training and Implementation) (b) Officers and Staff of Administration and Training Divisions
<b>5<sup>th</sup> Floor</b>	(a) Library of NAEM

<b>6<sup>th</sup> Floor</b>	(a) Office of the Director (Research and Documentation) (b) Documentation Centre
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**D. Academic Building**

<b>Ground Floor</b>	(a) Waiting room (b) Music Corner (c) Generator (d) Office of the Faculty members and Photographer
<b>1<sup>st</sup> Floor</b>	(a) Classrooms (b) Faculty Members' Offices
<b>2<sup>nd</sup> Floor</b>	(a) Classrooms (b) English Language Lab (c) Course Co-ordination room
<b>3rd Floor</b>	(a) Classrooms (b) Faculty Members' Offices
<b>4<sup>th</sup> Floor</b>	(a) FTC Classrooms (b) Co-ordination room
<b>5<sup>th</sup> Floor</b>	(a) Training & Implementation Division (Proposed)

**E. Old Administrative and Academic Buildings**

**Old Administrative Building-1**

<b>Ground Floor</b>	Living rooms for support staff
<b>1<sup>st</sup> Floor</b>	Offices of the faculty members
<b>2<sup>nd</sup> Floor</b>	Offices of the faculty members

## Old Administrative Building-2

<b>Ground</b>	One (01) classroom, one (01) co-ordination room, Medical Center
<b>1<sup>st</sup> Floor</b>	Office of the faculty members and stores

## F. Science Building

<b>First Floor</b>	Three (03) classrooms One Coordination Room
<b>Second Floor</b>	Three (03) classrooms

## G. Auditorium Building

<b>Ground Floor</b>	<b>Auditorium-1</b> Seat capacity: One hundred (100) in the auditorium 1 <b>Auditorium-2</b> Seat capacity: 220 (Two hundred in the auditorium 2)
<b>First Floor</b>	a. Office of the faculty members, classrooms and server room. b. ICT Lab 2 and ICT Lab 3

## H. Hostels

<b>Shaheed Buddhijibi</b>	Accommodation capacity of 304 people
<b>Shaheed Janani</b>	Accommodation capacity of 56 people (female)
<b>Shaheed Muktijoddha</b>	Accommodation capacity of 60 people
<b>Omar Ekushey</b>	Accommodation capacity of 18 females with their minor wards
<b>Sonar Bangla</b>	Accommodation capacity of 76 people and a saloon

## I. Cafeteria, Mosque, Games & Gymnasium

<b>Cafeteria - 01</b>	Accommodation of 150 people at a time and a special corner for NAEM faculty members
<b>Cafeteria - 02</b>	Ground Floor Accommodation of the 120 FTC participants at a time and a VIP Corner for 15 people 1st Floor Accommodation of 150 participants of other courses
<b>Mosque</b>	A two-storied building and a decorated open space in front of it with a capacity of 200 people's prayer at a time
<b>Games &amp; Gymnasium</b>	Office of the physical instructors, indoor game hall, and a Gymnasium for the participants

## J. Residential Quarters

<b>Director General</b>	<b>Residence of the Director General (DG's Bungalow)</b>
<b>Building-05</b>	A two-storied building for the accommodation of two (2) Directors
<b>Building-06</b>	A three-storied building for the accommodation of six (6) faculty members
<b>Building-07</b>	A two-storied building for the accommodation of four (4) faculty members
<b>Building-08</b>	A three-storied building for the accommodation of twelve (12) employees
<b>Building-09</b>	A three-storied building for the accommodation of twelve (12) fourth class staff

## **Divisional Activities of NAEM**

### **Chapter- 2**

## **Training and Implementation Division, NAEM**

## Chapter- 02

### Training and Implementation Division, NAEM

#### Introduction

NAEM is a leading training academy of the country, which has been running teacher training programs and other activities related to educational development for 6 decades. Following the tradition of previous years, it made a plan of training courses for the fiscal year 2023- '24. NAEM has four (04) divisions and Training & Implementation Division is one of them which is responsible for planning and implementing the plan regarding training. Training and Implementation Division along with Planning & Development Division made the yearly plan of training courses in the name of 'Training Calendar' in the very beginning of the fiscal year, which the training division executes with the help of other divisions following this calendar. Other divisions also perform and arrange different kind of activities such as doing different kind of project works, research activities, arranging conferences, seminars, development activities and so forth. It will be described in different chapters. This chapter only presents the training activities and events of the training & implementation division of the fiscal year of 2023-2024.

#### Training activities of NAEM

The main objective of NAEM is to develop human resources as quality teachers and efficient education administrators for the education sector of the country through training. With this view, NAEM is progressing with various kinds of training programs. Training & Implementation Division is mainly responsible for designing the course curriculum, developing training manuals and executing all training related functions. This division also conducts seminars, workshops and prepares course reports and facilitates the trainees to accomplish different training related assignments. Training division is also responsible of arranging in-house trainings and workshops for the professional development of its employees on National Integrity Strategy (NIS), Grievance Redress System (GRS), E-filing, Training of Trainers, Professional Skill Development, Citizen Charter, Training Curriculum Development and 4IR.

NAEM arranges different types of training courses for the teachers of the post primary and tertiary level educational institutions and the officials of the organizations under the ministry of education on pedagogy, educational administration and management, educational planning, research, ICT etc. This year NAEM offered the following courses for its stakeholders:

- ✓ Foundation Training Course (FTC) for BCS (General Education) Cadre Officers;
- ✓ Senior Staff Course on Education and Management (SSCEM);
- ✓ Advanced Course on Education and Management (ACEM);
- ✓ Educational Administration & Management (EAM) Training Course for the Heads of Secondary Level Institutions;
- ✓ Educational Administration & Management (EAM) Training Course for the Principals of Colleges;
- ✓ Educational Administration & Management (EAM) training Course for the DEOs and

other Functionaries;

- ✓ Communicative English Course (CEC) for Lecturers (English) of College level institutions;
- ✓ Communicative English Course (CEC) for Secondary Level English Teachers;
- ✓ Communicative English Course (CEC) for the Officers under MoE;
- ✓ Education Planning and Development (EPD) Training Course (for Officers under MoE;
- ✓ Educational Research Methodology (ERM) Training Course;
- ✓ English Language Training (ELT) Training Course for Secondary Level English Teachers;
- ✓ Library Planning & Management (LPM) Training Course for the Librarians of Secondary Level Institutions;
- ✓ Library Planning & Management (LPM) Training Course for the Librarians of College Level Institutions;
- ✓ Office Management Training Course (OMTC) for the Officers under MoE;
- ✓ Project Management Training Course (PMTTC) for the Officers under MoE;
- ✓ Satellite Training Course on Teachers' Professional Development (STCTPD);
- ✓ Training Course on ICT (for the Lecturers of Colleges);
- ✓ Training Course on ICT (for Secondary Level Teachers);
- ✓ Training Course on ICT Application in Institutional Work (for the Heads of Secondary Level Institutions);
- ✓ Digital Content Development (DCD) Training Course for college teachers
- ✓ Training of Trainers (TOT) Course (for Officers/Trainers of Training Institutions under MoE)
- ✓ Apart from these training courses NAEM also arranged some in-house training courses and workshops for its officials and stuffs of NAEM.

### **1. Foundation Training Course (FTC) for BCS (General Education) Cadre Officers**

It is a basic foundation training program for the BCS (General Education) Cadre officers. It is one of the fundamental core courses of NAEM. The main objective of this course is to ensure skilled, proactive and well-groomed civil servants committed to the welfare and development of the people in an ever-changing global context.

Besides, from this course the participants can recognize the role of civil servants in context of national and global environment; they can identify their individual strengths as well as weaknesses to promote interpersonal relations in overall management through interaction among trainee officers of the education cadre; they can learn and use Information and Communication Technology (ICT) skills in management; they can prepare research proposal, write reports and

other documents professionally and can communicate in English with accuracy and reasonable fluency and can maintain physical fitness and ethical firmness to meet arduous challenges. It is four (4) months long course full of academic and co-curricular activities. These activities include different cultural activities like cultural and Mess Night, different national and international day observation, new year celebration, religious events like Milad Mahfil, office attachment program, debate, blood donation program, study tour, own village study etc. To remove the backlog of foundation training, NAEM arranged two batches simultaneously at NAEM campus and apart from this, it arranged four-five batches at a time at different venues of the country outside NAEM.



Figure 1: Mr. Mohibul Hassan Chowdhury, M.P, Honorable Deputy Minister for Education, Govt. of the People’s Republic of Bangladesh delivering his speech virtually at the Opening ceremony of 194<sup>th</sup> FTC

**Table-1: Foundation Training Course (FTC) for BCS (General Education) Cadre Officers**

SL	Venue	Batch	Duration	Pps
1.	National Academy for Educational Management (NAEM)	193	10.07.2023 - 06.11,2023	160
2.	National Academy for Educational Management (NAEM)	194	18.07.2023 - 14.11.2023	122
3.	National Academy for Educational Management (NAEM)	195	21.11.2023 - 19.03.2024	159
4.	Bangladesh Academy for Rural Development (BARD), Cumilla	196	11.02.204 - 09.06.2024	50
5.	Rural Development Academy (RDA), Bogura	197	15.02.2024 – 13.06.2024	40
6.	National Academy for Educational Management (NAEM)	198	13.02.2024 - 11.06.2024	66
			<b>Total=</b>	<b>597</b>



Opening Ceremony of 195<sup>th</sup> Foundation Training Course (FTC)

## **2. Advanced Course on Education and Management (ACEM)**

It is also another core course of NAEM. It is for the Associate Professors of BCS (General Education) Cadre Officers and Majors from Bangladesh Army Education Corps. From this training course the participants can learn how to identify the basic constitutional provisions relating to educational development and administration; to conceptualize the theories and principles of administration and educational development; acquire the techniques of motivation and teaching professional development through research and higher studies; use ICT in imparting teaching learning process and management; acquire them with the fundamental issues of educational development, project management, developing research proposal and conducting research; enhance their analytical skills and abilities and to equip them to shoulder higher responsibilities in college administration both in teaching and administration; act as catalyst for change in educational administration, teaching and research; improve their career planning, assess personal qualities of leadership, behavioral strength and weakness and means to promote these qualities; develop interpersonal relationship for promoting the administrative capacity and ensuring the transparency and accountability

In this Fiscal Year (2023-2024) NAEM conducted 03 (Three) courses on Advanced Course on Educational Administration and Management (ACEM). A total of 120 associate professors ranked BCS (General Education) cadre officers took part in this training program.

**Table-2: Advanced Course on Educational Management (ACEM) for the associate professors of govt. colleges**

SL	Batch	Date	Duration	Participants
1.	41	05.09.2023-19.10.2023	45 days	40
2.	42	15.01.2023- 28.02.2024	45 days	40
3.	43	23.04.2024-06.06.2024	45 days	40

			<b>Total=</b>	<b>120</b>
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Professor Dr. Md. Nizamul Karim , DG,NAEM, delivering his speech in the Inaugural Ceremony of 41<sup>st</sup> ACEM Course



Mr. Abdun Noor Muhammad Al- Firoz was present as the Chief Guest in the Opening ceremony of 42<sup>nd</sup> ACEM course

### **3. Educational Administrative and Management (EAM) Course for the Heads of Secondary Level Institutions**

Educational Administration and Management (EAM) is one of the most important courses for the Head of Secondary Level Institutions. It is an important course because after the completion

of this training program, the heads of secondary level institutions learn to differentiate between the past and present system of education; analyze the educational plan and programs adopted by the government; demonstrate efficiency in personal management; explain the changing perspectives and ideas in institutional management, analyze and use the financial laws, rules and regulation for effective implementation and demonstrate positive attitudes and leadership qualities. It is a regular training program of NAEM.



Closing and Certificate Awarding Ceremony of 128<sup>th</sup> EAM(Secondary) Course



Ms. Khaleda Akter Additional Secretary (Secondary-1), Secondary and Higher Education Division, MoE was present as the Chief Guest at the Opening Ceremony of 127<sup>th</sup> EAM Course

**Table-3: Educational Administrative and Management (EAM) Course for the Heads of Secondary Level Institutions**

SL	Batch	Date	Duration	Participants
1.	126	04.07.2023 - 24.07.2023	21 Days	38
2.	127	22.11.2023 - 12.12.2023	21 Days	37
3.	128	30.01.2024 - 19.02.2024	21 Days	35
4.	129	24.04.2024 – 14.05.2024	21 Days	38
			Total	148

#### **4. Senior Staff Course on Education and Management (SSCEM)**

It is one of the core courses of NAEM. Through this course participant acquire the current concepts of education and development leading to national development for improving their problem solving and decision-making skills. They get the opportunities for in-depth appreciation of the complex and dynamics of socio-cultural, political economy and natural environment in which they work. It also provides them opportunity to use ICT in imparting quality teaching and improving management and acquaints them with the fundamental issues of educational development, project management. Besides, it provides an open forum for understanding their roles as the head of the institutions, policy makers and implementers of different plans and projects of the government and so forth. Overseas study tour is an integral part of this training course for gaining knowledge observing the activities of the visiting organizations and sharing ideas and experiences with the people there. In the year 2023-2024 NAEM arranged two Senior Staff Course on Education and Management for its stakeholders.

**Table-4: Senior Staff Course on Education and Management (SSCEM)**

SL	Batch	Participants	Date	Duration	No. of PPs
1.	28	Professors of Govt. Colleges	11.07.2023-24.08.2023	45 days	40
2.	29	Professors of Govt. Colleges	31.10.2023-14.12.2023	45 days	40
3.	30	Professors of Govt. Colleges	04.03.2024- 17.04.2024	45 days	32
				Total=	112



Mr. Suleman Khan, Secretary, Secondary and Higher Education Division (SHED), MoE conducted a session with SSEAM participants



Mr. Suleman Khan, Honorable Secretary, Secondary and Higher Education Division, Ministry of Education delivering his speech at the Opening Ceremony of 29<sup>th</sup> SSECM Course

## **5. Educational Administration and Management (EAM) Training Course for the Principals of Colleges**

Educational Administration and Management (EAM) is one of the most important courses for the principals of colleges. It is an important course because after the completion of this training program, the participants learn to differentiate between the past and present system of education; analyze the educational plan and programs adopted by the government; demonstrate efficiency in personal management; explain the changing perspectives and ideas in institutional management; analyze and use the financial laws, rules and regulation for effective implementation and demonstrate positive attitudes and leadership qualities.

**Table-5: Educational Administration and Management (EAM) Training Course for the Principals of Colleges**

SL	Batch	Participants	Date	Duration	No. of
					PPs
1.	149	Principals	01.08.2023-21.08.2023	21 Days	32
2.	150	Principals	04.10.2023-23.10.2023	21 Days	33
3.	151	Principals	29.11.2023-19.12.2023	21 Days	34
4.	152	Principals	24.01.2024-13.02.2024	21 Days	29
5.	153	Principals	27.02.2024-18.03.2024	21 Days	32
6.	154	Principals	15.05.2024-04.06.2024	21 Days	26
				Total=	186

## **6. Educational Administration and Management (EAM) Training Course for DEOs and other Functionaries**

It is a regular training program of NAEM. In the fiscal year 2023-2024 there was no EAM Training course for DEOs.

**Tabel-6: Educational Administration and Management (EAM) Training Course for DEOs and other Functionaries**

SL	Batch	Participants	Mode of Training	Date	Duration	Number of Participants
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## **7. Communicative English Course (CEC) for Lecturers (English) of College level institutions**

It is also a regular course for college level English teachers. This is one of the courses of NAEM designed for subject based teachers on pedagogy. Main objectives of this course are to enable teachers to demonstrate enhanced capacity of teaching English; to improve their own English; to handle the textbook effectively; to motivate learners to participate in various language practice activities; to construct Listening, Speaking, and Reading, Writing and Grammar tests; to demonstrate English sound system and develop better pronunciation and presentation skills.

In 2023-2024 NAEM arranged one batch on Communicative English Courses (CEC) for college level English teachers. It is a 3-week long course.

**Table-7: Communicative English Course (CEC) for Lecturers (English) of College level institutions**

SL	Batch	Participants	Mode of Training	Date	Duration	Number of Participants
1.	61	College level	Face to Face	22.08.2023-11.09.2023	21 Days	28
2.	62	College level	Face to Face	23.01.2024-12.02.2024	21 Days	34
					Total	62



Participants of 61<sup>st</sup> CEC for Lecturers are with Co-ordination Committee

### **8. Communicative English Course (CEC) for Secondary Level English teachers**

It is also a regular course both for secondary level English teachers. This is one of the courses of NAEM designed for subject based teachers on pedagogy. Main objectives of this course are to enable teachers to demonstrate enhanced capacity of teaching English; to improve their own English; to handle the textbook effectively; to motivate learners to participate in various language practice activities; to construct Listening, Speaking, and Reading, Writing and Grammar tests; to demonstrate English sound system and develop better pronunciation skills and so on.

In 2023-2024 NAEM arranged two batches on Communicative English Courses (CEC) for secondary level English teachers were held in which a total of 71 secondary level English teachers have been trained.



Closing and Certificate awarding ceremony of 73<sup>rd</sup> CEC Professor Nehal Ahmed, DG, DSHE was present as the Chief Guest.

**Table-8: Communicative English Course (CEC) for Secondary Level English teachers**

SL	Batch	Participants	Mode of Training	Date	Duration	Number of Participants
1.	73	Secondary level	Face-to-face	05.10.2023-25-10.2023	21 Days	37
2.	74	Secondary level	Face-to-face	28.02.2024-19-03.2024	21 Days	34
					Total	71

## **9. Communicative English Course (CEC) for the functionaries**

NAEM basically run training courses for the teachers and officials working in the education sectors to equip them with knowledge, skills and attitude needed for better educational planning, administration, management as well as classroom teaching. But there is only one training course of NAEM which focusses on the English language development of the participants and this is Communicative English Course (CEC) for the non-English college level teachers. The main objective of this course is English language development. Through this course participant are expected to achieve the knowledge to use English smartly both in written and verbally. They come to know the basic characteristics of Communicative English. Besides, they come to know how to use four (04) language skills namely Listening, Speaking, Reading and Writing. They gain the knowledge regarding fluency and accuracy. For official functions and purposes, they need to know and use English properly. Through this course they gain such knowledge.

In this Fiscal Year 2023-2024 three (01) Communicative English Courses (CEC) was held through which 30 teachers have been trained.

**Table-9: Communicative English Course (CEC) for the Officers under MoE**

SL	Batch	Participants	Mode of Training	Date	Duration	Number of Participants
1.	38	Officers under MoE	Face-to-face	14.11.2023-04.12.2023	21 Days	30
					<b>Total</b>	<b>30</b>



Closing and Certificate Awarding Ceremony of 38<sup>th</sup> CEC for Staffs under MoE

## **10. Educational Planning and Development (EPD) Training Course for the Officers under MoE**

EPD is a 30-day long training course of NAEM for the assistant and associate professors, which focusses on educational planning. The objectives of this course are to acquaint participants with the conceptual framework for planning with reference to Bangladesh; familiarize with existing

procedures and practices, rules and methods of development, planning and management; enable them to identify problems of education sector and develop appropriate plan; develop professional and technical expertise.

In the training calendar of 2023-2024 it was mentioned that NAEM would arrange only one course in this year and it executed the plan by arranging with 34 participants.

**Table-10: Educational Planning and Development (EPD) Training Course for the Officers under MoE**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	43	College teachers	29.04.2024-28.05.2024	30 Days	34
				<b>Total=</b>	<b>34</b>



Professor Md. Amir Hossain, Director, (Monitoring and Evaluation) DSHE was present as the Chief Guest at the Certificate awarding ceremony of 43<sup>rd</sup> EPD training course

## **11. English Language Teaching (ELT) Training Course**

NAEM usually conducts on campus training courses. Participants come to have their training at NAEM from different districts of the country. But for some rural teachers living far away from Dhaka city, especially for the female teachers. It is very tough to attend training courses held at NAEM. To meet up this problem NAEM has taken steps to conduct some training courses at the doorsteps of the teachers since 2015.

The main objective of ELT training course to equip teachers with the modern pedagogical knowledge and skills of teaching English language. From this training English teachers get the idea about the methods and techniques of teaching English; they also come to know about the effective use of EFT (English for Today) in the classroom, presenting grammar in a communicative way; they also learn about CLT approach, presenting vocabulary, using teaching aids, practicing different skills like listening, speaking, reading and writing, using lesson plan. They also have the opportunity to apply the methods, techniques, skills etc they learn from the training in the microteaching sessions.

NAEM has conducted two types of such training course sat the venues outside NAEM in this fiscal year. English Language Teaching (ELT) Course is one of them.

**Table-11: English Language Teaching (ELT) Course for secondary level English teachers**

<b>SL</b>	<b>Batch</b>	<b>Participants</b>	<b>Districts</b>	<b>Date</b>	<b>Duration</b>	<b>Number of Participants</b>
1.	24	English teachers	Bandarban & Chittagong	23.07.2023-03.08.2023	12 Days	200
2.	25	English teachers	Narshingdi	19.11.2023-30.11.2023	12 Days	200
3.	26	English teachers	Bagerhat	03.02.2024-14.02.2024	12 Days	200
4.	27	English teachers	Rajshahi	05.05.2024-16.05.2024	12 Days	200
					<b>Total</b>	<b>800</b>



Picture of ELT Courses certificate awarding ceremony at Bagerhat

## **12. Library Planning and Management (LPM) Training Course for the Librarians of Secondary Level Institutions**

Library is considered the heart of an educational institutions where a librarian is considered the teacher of teachers according to Dr. Radhakrisna. So, this Library Planning and Management Course is very important for the librarians. The main objective of this course is to ensure the best use of the library both for the teachers and students. Through this training course the participants can acquire up-to-date knowledge in library planning and management; develop positive attitude and professionalism; can learn the modern methods for motivating library users for the utilization of the resources and learn different techniques of providing library services and its applications in library management. Every year NAEM arranges at least two courses on Library Planning and Management one for the librarians of college level institutions and the other for the assistant librarians of secondary level institutions.

In this financial year two course on Library Planning and Management (LPM) were arranged at NAEM in which one was for college level and one was for Secondary level.

**Table-12: Library Planning and Management (LPM) Course for the Librarians;**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	05	Assistant Librarians	07.05.2024-20.05.2024	14 Days	40

		(Secondary)			
2.	39	Librarians (College)	07.02.2024-20.02.2024	14 Days	40
				<b>Total</b>	<b>80</b>



In the opening ceremony of 39<sup>th</sup> LPMTC for librarians of college level institutions, Md. Saiduzzaman, Deputy Director (T&I) and Course Director giving instructions about course activities



Certificate awarding ceremony of 5<sup>th</sup> LPMTC for secondary level librarians

### **13. Office Management Training Course Course (OMTC)**

Office Management Course training course is mainly arranged for the officers under ministry of education to enhance the skills and capacity of the participants about office management. The main purpose of this course is to provide professional and technical support to the education sector for improving institutional capacity in education management and administration, promote increased efficiency and effectiveness in the management and administration of the post primary

education. The participants are given training on the concepts of management, basis concepts of office management, financial management, service rules and regulations and professional values. In this Financial Year NAEM arranged four batches of Office Management Course which were held at NAEM . Total 143 participants took part in these training courses.

**Tabel-13: Office Management Training Course (OMTC)**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	37	Officers under MoE	05.07.2023-18.07.2023	14 Days	34
2.	38	Officers under MoE	25.10.2023-07.11.2023	14 Days	32
3.	39	Officers under MoE	17.01.2024-06.02.2024	14 Days	39
4.	40	Officers under MoE	28.05.2024-10.06.2024	14 Days	38
				<b>Total</b>	<b>143</b>



Professor Nehal Ahmed, DG, DSHE was present as the Chief Guest at the Certificate Awarding Ceremony of 40<sup>th</sup> OMTC and distributed certificate among the participants

## **14. Project Management Training Course (PMTTC) for the Officers under MoE**

This training course helps the participants to improve their project management skills. The

objectives of this course are to acquaint participants with the conceptual framework of planning with reference to Bangladesh; to familiarize them with the existing procedures, practices and rules and methods of project planning and management; to increase their technical competence of the project formulation, appraisal, implementation, monitoring and evaluation.

The officers of different organizations who are engaged in project works under ministry of education can participate in the this 2-week long course of NAEM.

In the year 2023-24 two courses were arranged at NAEM.

**Table-14: Project Management Training Course (PMTC)**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	24	Officers working at different projects	30.08.2023-12.09.2023	14 Days	37
2.	25	Officers working at different projects	20.03.2024-20.04.2024	14 Days	37
				<b>Total</b>	<b>74</b>



Participants of 25<sup>th</sup> PMTC with Course Coordination committee

### **15. Satellite Training Course for Teachers’ Professional Development**

It is a 6-day long pedagogical training program for secondary level assistant teachers. It is held outside NAEM campus in satellite mode. Here teachers get the general principals of conducting classes in an effective way. They get the ideas regarding classroom management, methods and techniques of teaching, motivational techniques, integration of ICT skills, relationship between teachers and students, use of teaching aids, education policy, sustainable education and development, inclusive education and so forth.

In this Fiscal Year (2023-‘24) NAEM arranged four batches of Satellite Training Course for Teachers’ Professional Development.

**Table-15: Satellite Training Course for Teachers' Professional Development**

SL	Batch	Participants	Districts	Date	Duration	Number of Participants
1.	53	Assistant teachers	Jhinaidha	16.09.2023-21.09.2023	6 Days	200
2.	54	Assistant teachers	Barishal	26.12.2023-31.12.2023	6 Days	200
3.	55	Assistant teachers	Kishorgonj	09.03.2024-14.03.2024	6 Days	200
4.	56	Assistant teachers	Jashore	01.06.2024-06.06.2024	6 Days	200
					<b>Total</b>	<b>800</b>



Participants of 55<sup>th</sup> STC with the Coordination Committee at Kishorgong Sadar

*Figure 8: Pictures of Satellite Training Courses held at different venues*

## **16. Training Course on ICT (for the Lecturers of Colleges)**

It is a regular training program of NAEM on ICT for the college level ICT teachers. In every quarter NAEM usually arranges a good number of courses on it. The objectives of this training program are to grasp the concepts of a computer and its working principles; to understand the basic elements of computer system; to enhance knowledge and skills of the participants in application of ICT skills and to use computer in daily official activities effectively and so forth.

In this Fiscal Year (2023-2024) NAEM trained 32 ICT teachers of college level institutions in one batch.

**Table-16: Training Course on (ICT) (for the Lecturers of Colleges);**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	39	College level ICT teachers	28.11.2023-18.12.2023	21 Days	32
				<b>Total</b>	<b>32</b>



Professor Nehal Ahmed, DG, DSHE was present as the Chief Guest at the Closing and Certificate awarding Ceremony of 39<sup>th</sup> ICT (College) Course.

### **17. Training Course on ICT (for the Secondary Level Teachers)**

It is a regular training program of NAEM on ICT for the secondary level ICT teachers. In every quarter NAEM usually arranges a good number of courses on it. The objectives of this training program are to grasp the concepts of a computer and its working principles; to understand the basic elements of computer system; to enhance knowledge and skills of the participants in application of ICT skills and to use computer in daily official activities effectively and so forth.

In this Fiscal Year (2023-2024) NAEM trained 99 ICT teachers in three batches.

**Table-17: Training Course on ICT (for the Secondary Level Teachers)**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	67	Secondary level ICT teachers	10.10.2023-30.10.2023	21 Days	32

2.	68	Secondary level ICT teachers	16.01.2024-05.02.2024	21 Days	34
3.	69	Secondary level ICT teachers	13.02.2024-04.03.2024	21 Days	34
				<b>Total</b>	<b>100</b>



DG, NAEM was present as The Chief Guest at the opening ceremony of 69<sup>th</sup> ICT (Secondary) Training Course

## 18. Training Course on ICT Application in Institutional Work for Head Teachers

NAEM also arranges a 5-day long short course on ICT application in the institutional works for the head teachers. The objectives of this training course are to making the participants accustomed with the uses of ICT in daily office activities; enabling them to keep office accounts using MS Excel; making them able to prepare and present digital contents using MS PowerPoint and using internet and related digital equipment searching essential sites in the internet for office communication. Statistics of the training on ICT application is given below:

**Table-18: Training Course on ICT Application for head teachers**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	34	Head teachers	24.09.2023-28.09.2023	5 Days	32
2.	35	Head teachers	05.05.2024-09.05.2024	5 Days	29
3.	36	Head teachers	12.05.2024-16.05.2024	5 Days	30
				<b>Total</b>	<b>91</b>



Professor Ahmed Sajjad Rashid, Member, Prime Minister's Education Assistance Trust was present as the Chief Guest at the Certificate awarding ceremony of 35<sup>th</sup> ICT training course.

### **19. Digital Content Development (DCD) Training Course for college teachers**

This is a comparatively newly introduced training course of NAEM arranged for the college level teachers on digital content development to keep pace with the digital world. It is a 14 -day long training course aiming at familiarizing teachers with computer and its working principles and preparing digital contents of their respective subject lessons for the delivery in the classroom. The objectives are to grasp the concepts of computer and its working principles; developing digital contents for conducting classes; enhancing knowledge and skills of the teachers in the applications of ICT

**Table-19: Digital Content Development (DCD) Training Course for college teachers**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	10	College teachers	25.07.2023-07.08.2023	14 Days	33
2.	11	College teachers	29.05.2024-11.06.2024	14 Days	32
				<b>Total</b>	<b>65</b>



Closing and Certificate Awarding Ceremony of 10<sup>th</sup> DCDTC Course

### **20. Training of Trainers (TOT) Course (for Officers/Trainers of Training Institutions under MoE)**

Training of the Trainers (ToT) Course is a two-week long program of NAEM in which the

trainers of National Academy for Educational Management (NAEM), Higher Secondary Teachers Training Institute (HSTTI), Bangladesh Madrasah Teachers Training Institute (BMTTI), and govt. Teachers Training College (TTC) can attend this training as participants for their professional development of imparting training in their respective organizations more effectively and fruitfully. The objectives of the ToT course are to enhance capacity of participants for conducting raining; develop ability of the trainers to design and develop training course; build capacity of the participants to prepare digital content and to develop their communication skills.

In the financial year of 2023-'24 there was only one training held with 31 PPs.

**Table-20: Training of Trainers (TOT) Course**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	41	Trainers	17.04.2024-30.04.2024	14 Days	39
				<b>Total</b>	<b>39</b>



Prof Dr Syed Md Golam Faruk, member PSC was present as the Chief Guest at the Certificate awarding ceremony

## **21. Educational Research Methodology (ERM) Training Course**

NAEM basically works on teacher training and educational research. NAEM provides funds for educational research as well as it arranges training course on educational research. Participants of previous FTC who secured top positions in the merit list can participate in this course. The major objective of this course is to enable participants to conduct educational research in order to create and enhance their professional expertise and efficiency. The participants are expected to learn educational research methods; basic concepts of research; basic statistics; report writing

and computer application in data processing and analysis.

Every year NAEM organizes at least one course on educational research methodology to train up the top 20 position holders of FTC on educational research. In the financial year of 2023-'24 NAEM arranged 03 batches of ERM training courses.

**Table-21: Educational Research Methodology (ERM) Training Course**

SL	Batch	Participants	Date	Duration	Number of Participants
1.	48	Previous FTC Participants	29.08.2023-12.10.2023	45 Days	40
2.	49	Previous FTC Participants	06.02.2024-21.03.2024	45 Days	40
3.	50	Previous FTC Participants	22.04.2024-05.06.2024	45 Days	35
				<b>Total=</b>	<b>115</b>



The Chief Guest Mr. Suleman Khan, the honorable Secretary, SHED, MOE was present at the opening ceremony of 48<sup>th</sup> ERM Training Course

## Training plan for 2023 - 2024 financial Year at a glance

Sl. No.	Name of Courses	Duration	No. of Course	No. of Pps
1.	Foundation Training Course for BCS(Education) Cadre Officers	120 days	06	597
2.	Advanced Course on Education and Management (ACEM)	45 days	03	120
3.	Educational Administrational and Management (EAM) Course	21 days	04	148
4.	Senior Staff Course on Education and Management (SSCEM)		03	112
5.	Educational Administration and Management (EAM) Training Course	21	06	186
6.	Educational Administration and Management (EAM) Training Course for DEOs	5 Days	0	00
7.	Communicative English Course (CEC) for Lecturers (English) of College level institutions	21 days	02	62
8.	Communicative English Course (CEC) for Secondary Level English teachers	21 days	02	71
9.	Communicative English Course (CEC) for the Officers under MoE	21 days	01	30
10.	Educational Planning and Development (EPD) Training Course for the Officers under MoE	30 Days	01	34
11.	English Language Teaching (ELT) Course for secondary level English teachers	12 Days	04	800
12.	Library Planning and Management (LPM) Course for the Librarians of Secondary Level Institutions	14 Days	02	80
13.	Office Management Training Course (OMTC)	14 Days	04	143
14.	Project Management Training Course (PMTTC)	14 Days	02	74
15.	Satellite Training Course for Teachers' Professional Development	06 Days	04	800
16.	Training Course on (ICT) (for the Lecturers of Colleges)	21 Days	01	32
17.	Training Course on ICT (for the Secondary Level Teachers)	21 Days	03	100
18.	Training Course on ICT Application for head teachers	5 Days	03	91
19.	Digital Content Development (DCD) Training Course for college teachers	14 Days	02	65
20.	Training of Trainers (TOT) Course	14 Days	01	39
21.	Educational Research Methodology (ERM) Training Course	45 Days	03	115
	<b>Total Target =</b>			<b>3699</b>

**Total Training Programs 57 & Total PPs 3699**

### 3. Conclusion

The major responsibility of NAEM is to provide training to different level of teachers and officials working in the education sector. NAEM could achieve its target which it signed up for

Annual Performance Agreement (APA). In this financial year, NAEM could train up **3699** teachers and officials working in the secondary and college level educational institutions and other organizations under ministry of education. Along with the teacher training program NAEM also arranged a number of in-house training and workshops for its employees for their professional development.

### **Chapter- 3**

## **Planning and Development Division, NAEM**

### 3. Planning and Development Division



#### 3.1 Introduction

The academic and administrative activities of NAEM are conducted by four divisions. The Planning and Development Division is one of them. There are 18 officers and staff under the division.

Director	01
Deputy Director	02
Assistant Director	04
Teacher Trainer	05
Computer Programmer	01
Technical Officer	02
Computer Supervisor	01
Personal Assistant	01
Support Staff	01
Total	18

The Planning and Development Division of NAEM has been preparing the overall plan for the internal activities of NAEM for a long time. It is also designing different projects and monitors the development activities of NAEM. This Division is preparing the Annual Training Calendar and Annual Performance Agreement (APA) of NAEM as per the schedule and is organizing special training programs on National Integrity Strategy (NIS) and workshops on SDG for NAEM faculties as well. The ICT Cell of this esteemed Academy is also attached to this Division. The faculty members of this Division are involved in different training activities and work to cooperate with other divisions of NAEM.

The Planning and Development Division has two units.

1. Planning unit
2. Development unit

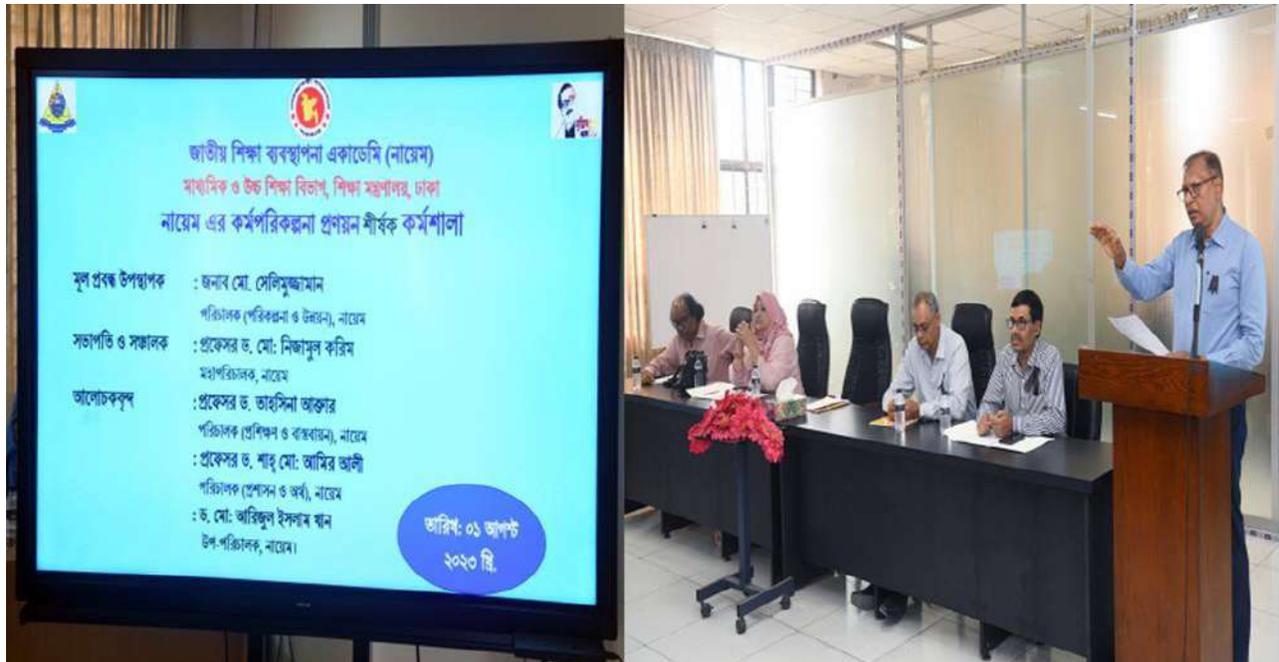
### **3.2 Major activities of the Planning and Development Division are given below.**

- Formulation and Supervision of Annual Action Plans and Master Plans
- SDG Implementation and Monitoring
- Conceptualization and Supervision of Vision 2041 and Manifesto 2018
- Implementation and Supervision of APA
- Formulation of Annual Training Calendar
- Project formulation, Implementation, and Supervision

### **3.3 Formulation and Supervision of Annual Action Plans and Master Plans**

The annual action plan of NAEM has been formulated on the 28<sup>th</sup> of July 2022. A draft of the Master plan has been formulated on September 2022 with the view of reshaping NAEM to meet the challenges of current globalization. For this, an efficient manpower structure, attractive infrastructure, better quality equipment, spacious playground, and adequate sports facilities have been proposed to be established.

The workshop on the formulation of NAEM's annual work plan held on 1 August 2023, chaired by Prof. Dr. Md. Nizamul Karim, DG (former), NAEM was a crucial event focused on strategic planning. The keynote address by Mr. Md. Salimuzzaman, Director (Planning & Development) set the stage, outlining key priorities and objectives. Discussants Prof. Dr. Tahsina Akhter, Director(former), Prof. Dr. Shah Md. Amir Ali, Director (Admin & Finance), and Dr. Md. Arizul Islam Khan, DD (Planning & Development) enriched the dialogue with their expert insights.



A day-long workshop on APA formulation, implementation, monitoring, and evaluation -1st phase was held on the 9th of October 2023 and the 2nd phase was held on the 16th of November 2023



A one-day workshop on the Charter of Duties of NAEM was held on 21 December 2023, focusing on clearly defining roles and responsibilities of NAEM’s employee. Participants engaged in detailed discussions to refine and update the charter, ensuring alignment with institutional goals and educational standards. The collaborative sessions resulted in actionable recommendations to enhance accountability and efficiency within NAEM. The workshop emphasized the importance of a well-defined charter to guide operations and support strategic objectives.



Director General of NAEM Prof. Dr. Tahmina Begum is delivering her speech as the Chairperson of the seminar on the "Implementation of the Sustainable Development Goals Focusing on Quality Education: Bangladesh Perspective" held on 16 May 2024.



A significant milestone was achieved with the signing of the Annual Performance Agreement (APA), FY 2024-25 between the Director General of NAEM and the Secretary of Secondary and Higher Education Division (SHED), Ministry of Education (MOE) was held on 26 June 2024. This ceremony highlights a commitment to enhancing the quality and accountability in education.



## **Chapter- 04**

### **Administration and Finance Division, NAEM**

## **Chapter- 04**

### **Administration and Finance Division, NAEM**

#### **Administration and Finance Division (2023-24)**

##### **Introduction**

Administration and Finance Division plays a vital role in the administrative and overall management of NAEM. Apart from the involvement in different administrative committee, it provides all kinds of logistic supports for implementing different training courses, workshops, and seminars, maintains liaison with the Ministry of Education and other allied organizations. It also collaborates with different national and international organizations. Keeping accounts and preparing budgets are two very important tasks performed by this division. This division also conducts internal audit and facilitates external audit. The division supervises construction, repair and renovation works at NAEM. Regular procurement of training materials, instruments and equipment is also performed by this division. This division meets up its expenditure from the budget allocated by the Government.

##### **4.1. Activities of Administration and Finance Division (2023-24)**

In this financial year, the division performed the following activities:

- (1) Implementation of the proposed 'Recruitment Rules 2016 (Revised)' of National Academy of Educational Management (NAEM) is under process.
  
- (2) Regular cleaning of NAEM Campus is going on to maintain health and hygiene and specially to prevent dengue.
  
- (3) Preparation of the master plan for infrastructural development of NAEM is in progress.

(4) Vertical extension of 7<sup>th</sup>, 8<sup>th</sup> and 9<sup>th</sup> floor of the Administrative Building has been completed to enhance multidimensional activities of NAEM and electric wiring is going in the all the floors.



7<sup>th</sup> floor

8<sup>th</sup> floor

9<sup>th</sup> floor

(5) The installation of second lift in the administrative building of NAEM has been completed to facilitate the service of officers and employees working at NAEM and all the service aspirants coming from outside of NAEM.



2<sup>nd</sup> Lift

(6) Planting of flower seedlings and beautification of the flower gardens of NAEM is going on to enhance the beauty of NAEM campus.



(7) 60 different types of 68533 medicines were procured for NAEM medical unit in 2023-24 financial year and it cost 284362.00 Taka. A detailed account of the expenditure is given in the table below.

Serial No.	Name of the Product	Packing Size	Supplied Quantity	Rate	Amount
1.	Cefixime Capsule 200 mg (Blister)	10'sx10 Blister	200	19.00	3,800.00
2.	Sub Total			=	3,800.00
3.	Antacid Tablet 650 mg (Blister)	10'sx25/100 Blister	1,500	0.74	1,110.00
4.	Omeprazole Capsule 20mg (Blister)	10'sx50 Blister	4,000	2.75	11,000.00
5.	Oral Dehydration Salt	200's Carton	3,000	5.50	16,500.00

6.	Pantoprazole Tablet 20 mg (Blister)	10'sx50 Blister	4,000	2.40	9,600.00
7.	Vitamin B Complex Tablet (Blister)	10'sx50 Blister	1,000	0.60	600.00
8.	Vitamin C Tablet 250 mg (Strip)	10'sx50 Strip	1,000	1.89	1,890.00
9.	Sub Total			=	40,700.00
10.	Flucloxacillin Capsule 500 mg (Blister)	-	900	9.27	8,343.00
11.	Sub Total			=	8,343.00
12.	Azithromycin Tablet 500 mg (Blister)	5'sx20/50 Blister	200	25.00	5,000.00
13.	Ciprofloxacin Tablet 500 mg (Blister)	10'sx50 Blister	500	8.00	4000.00
14.	Esomeprazole Capsule 20 mg (Blister)	10'sx25 Blister	5000	3.65	18,250.00
15.	Ketorolac Tromethamine Tablet 10 mg (Blister)	10'sx25 Blister	500	5.70	2,850.00
16.	Metronidazole Tablet 400 mg (Blister)	10'sx50 Blister	2000	1.65	3,300.00
17.	Paracetamol Tablet 500 mg (Blister)	10'sx50 Blister	3000	1.20	3,600.00
18.	Sub Total	-		=	37,000.00
19.	Prosan Tablet	-	540	2.00	1,080.00

	50 mg (Blister)				
20.	Napa Ex Tablet 665 mg	-	2000	2.00	4,000.00
21.	Neso Tablet 500 mg	-	750	2.00	1,500.00
22.	Sub Total			=	6,580.00
23.	Accu Chek Strip	-	1400	2.00	2800.00
24.	Blood Lancet	-	200	1.00	200.00
25.	VAT+Tax	-	-	10.5%	315.00
26.	Sub Total			=	3,315.00
27.	Injection Sergel 40 mg	-	50	110.00	5,500.00
28.	Injection Rolac 30 mg	-	20	60.00	1,200.00
29.	Injection Emistat 8 mg	-	10	35.00	350.00
30.	Injection Sedil 10 mg	-	5	10	50
31.	Injection Algin 10 mg	-	10	40	400
32.	Injection Avil 45.5 mg	-	5	10	50.00
33.	Viodin10% Solution 10 ml	-	10	120	1200.00
34.	Gauze Bandage	-	100	20	2000.00
35.	Roll Bandage	-	20	15	300.00
36.	Nichipore	-	6	200	1,200.00
37.	Surgical Hand Gloves	-	1	500	500
38.	Silcream	-	10	65	650
39.	Savlon 10 ml	-	10	250	2,500.00
40.	VAT+Tax			10.5%	1,670.00
41.	Sub Total	-		=	17,510.00

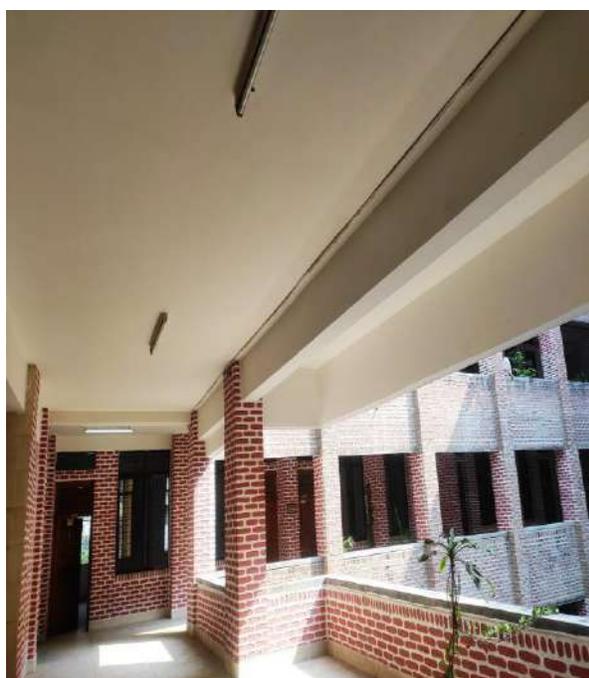
42.	Accu Chek Strip	-	6 (Box)	1400.00	8,400.00
43.	Blood Lancet	-	3 (Box)	200.00	600.00
44.	Alcohol Pad	-	10	150.00	1,500.00
45.	Thermometre	-	12	200.00	2,400.00
46.	VAT+Tax			10.5%	1,355.00
47.	Sub Total			=	14,255.00
48.	Nano Strip	-	2(Box)	250.00	500.00
49.	Norvis Tablet 50 mg	-	100	8.00	800.00
50.	Ava Spray	-	3	285.00	855.00
51.	Afrin Nasal Drop	-	15	60.00	900.00
52.	Monas Tablet 10 mg	-	90	18.00	1620.00
53.	Angilock Tablet 50 mg	-	200	10	2000.00
54.	Comet XR Tablet 500 mg	-	50	6.50	325.00
55.	Prosan Tablet 25 mg	-	120	9.00	1,080.00
56.	Neso Tablet 500 mg	-	200	15.00	3,000.00
57.	Omidon Tablet 10 mg	-	300	3.00	900.00
58.	VAT+Tax			10.5%	1,261.00
59.	Sub Total			=	13,266.00
60.	Flucloxacillin Capsule 500 mg (Blister)	-	900	9.27	8,343.00
61.	Sub Total			=	8,343.00
62.	Metronidazole Tablet 400 mg (Blister)	10'sx50 Blister	2000	1.65	3,300.00

63.	Sub Total			=	3,300.00
64.	Azithromycin Tablet 500 mg (Blister)	5'sx20/50 Blister	300	25.00	7,500.00
65.	Calcium Carbonate Tablet 500 mg (Blister)	10'sx25 Blister	2000	2.00	4,000.00
66.	Cetirizine Tablet 10 mg (Blister)	10'sx50 Blister	3000	1.50	4,500.00
67.	Esomeprazole Capsule 20 mg (Blister)	10'sx25 Blister	5000	3.65	18,250.00
68.	Fexofenadine Hydrochloride Tablet 120 mg (Blister)	10'sx50 Blister	3000	6.00	18,000.00
69.	Omeprazole Capsule 20 mg Blister	10'sx50 Blister	5000	2.75	13,750.00
70.	Oral Dehydration Salt	200's Carton	4,000	5.50	22,000.00
71.	Pantoprazole Tablet 20 mg (Blister)	10'sx50 Blister	4,000	2.40	9,600.00
72.	Paracetamol Tablet 500 mg (Blister)	10'sx50 Blister	5000	1.20	6,000.00
73.	Sub Total				1,03,600.00
74.	Rupatadine Tablet 10 mg Blister	-	1000	15.00	15,000
75.	Albendazole Tablet 400 mg Blister	-	50	7.00	350.00
76.	D-Rise Tablet	-	225	40.00	9000.00

	40,000 IU				
77.	Sub Total			=	24,350.00
	<b>Grand Total</b>			=	<b>2,84,362.00</b>

**In word: (Two Lakh Eighty-Four Thousand Three Hundred Sixty-Two Taka Only)**

(8) The renovation (painting) work of the NAEM Academic Building has been continued.



2<sup>nd</sup> floor



3<sup>rd</sup> floor

(9) 333 different types of 1710 books were procured for NAEM library from 24 different publications in 2023-24 financial year (July 2023-June 20234) and it cost 7,53,666.00 (**Seven Lac Fifty-Three Thousand Six Hundred Sixty-Six Taka Only**).



(10) Five classrooms of NAEM have been renovated for 'Induction Training Course for Non-Cadre Government College Teachers' in April 2024.

(11) CT Equipment: 30 High resolution close circuit cameras including 10 newly purchased ones have been repaired and installed on 8 April 2024 and it cost 2,76,500.00.

(12) Computer & accessories: 2 laptops have been purchased on 5 June 2024 for 249,800.00 Taka.

(13) Furniture: 120 dining chairs have been procured on 9 June 2024 for 9,86040.00 Taka.

(14) Office equipment: 55 dining and 15 VIP chairs have been procured on 10 June 2024 for 8,37,435.00 Taka.

(15) Computer & accessories: 2 desktops have been purchased on 12

June 2024 for 249,980.00 Taka.

(16) 94 Acs have been repaired in 2023-24 fiscal year for 298850.00 Taka.

(18) In 2023-24 fiscal year 1736564.00 Taka has been spent for the procurement of different products, services and renovation works in Buddhijibi Hostel. A detailed account of the expenditure is shown in the table.

Serial No.	Products/Service Renovation work	Quantity	Date	Cost (Taka)	Remarks
1.	Bed Cover	150	24/7/2023	182325.00	
3.	WIFI Devices	-	2/4/2024	745875.00	
4.	Door Framework	-	12/3/2024	126881.00	
5.	Comforter	25	4/2/2024	93925.00	
6.	Plaster	75 Room	16/1/2024	259900.00	
7.	Screen	64	1/1/2024	188528.00	
8.	TV	1	9/11/2023	139130.00	
		Total	=	1736564.00	

**In word: (Seventeen LakhThirty-Six Thousand Five Hundred Sixty-Four Taka Only)**

(17) 118 different items of 767 dysfunctional machineries, furniture and goods have been collected from different buildings of NAEM and kept in four places. 6 items of 21 electric goods are kept in the ground floor of academic building, 19 items of 70 goods are dumped into TQI Room of academic building, 44 items of 226 goods are stored in the basement of Administrative Building and 49 types of 450 goods are

kept in NAEM Store.

**(18)** A discussion was held at NAEM on “The necessary measures to solve the housing problems of the officers and employees living in NAEM campus” on 19 July 2023 with Professor Dr. Nizamul Karim, Director General, NAEM.



**(19)** Dr. Thakur Singh Paudel, the former education minister of Bhutan, exchanged views regarding Green Education with Professor Dr. Md. Nizamul Karim, Director General, NAEM and other officials on 25 July 2023 at NAEM.



(20) Mr. Mahibul Hasan Chowdhury MP, Honourable Deputy Minister Ministry of Education laid a wreath on the portrait of Bangabandhu Sheikh Mujibur Rahman with due dignity at International Mother Language Institute to observe National Mourning Day. Mr. Soleman Khan, Honourable Secretary, Secondary and Higher Education Division, Ministry of Education and DG, NAEM were also present along with officials and employees of other departments and divisions of the Ministry of Education.



(21) On 15 August 2023, Professor Md. Nizamul Karim, Director General NAEM along with other officers and employees of NAEM laid a wreath on the portrait of Bangabandhu Sheikh Mujibur Rahman with due dignity at International Mother Language Institute.



(22) Professor Dr. Md. Nizamul Karim, Director General, NAEM along with other officers and employees laid a wreath at the mural of Bangabandhu Sheikh Mujibur Rahman at National Academy for Educational Management (NAEM) with due respect.



(23) On 15 August 2023, on the occasion of National Mourning Day, the National Flag was hoisted at half-mast with due dignity at the National Academy for Educational Management (NAEM). Professor Dr. Md. Nizamul Karim, Director General, NAEM was present along with other officers and employees.



(24) On 15 August 2023, on the occasion of “National Mourning Day” a discussion event was held at National Academy for Educational Management (NAEM). Professor Dr. Md. Nizamul Karim, Director General NAEM delivered his speech as the chief guest and emphasized on Bangabandhu’s role in developing the self-esteem of the ‘Bangalee’ nationality.



(25) A workshop on ‘National integrity Strategy’ was arranged by NAEM on 7 September 2023. Professor Dr. Md. Nizamul Karim, Director General, NAEM anchored the workshop and Professor Md. Khurshed Alam gave the keynote speech.



(26) On 21/09/2023, NAEM campus along with the underground of the administrative building was submerged due to heavy rain. On an emergency basis, a water pump was purchased to remove water from the basement of the Administrative Building of NAEM and make the campus clean.



(27) A workshop on “Grievance Redress System and GRS Software” was arranged by NAEM on 24 September 2023. Professor Dr. Nizamul Karim, Director General, NAEM anchored the workshop and Professor Md. Khurshed Alam delivered the key note speech.



(28) Professor Dr. Md. Nizamul Karim, Director General NAEM discussed Korea's socio-economic development, education system and other issues with NAEM officials on 12 October 2023 after his visit to Korea.



(29) Professor Swapan Nath, Deputy Director (Research and Documentation), NAEM delivered his speech on 18 October 2023 on the occasion of “Sheikh Russel Day”.



(30) Professor Dr. Md. Nizamul Karim, Director General NAEM inaugurated the 2nd batch of in-house training as the chief guest on 15 November 2023 to increase the activities of ‘d-nothi’ for the implementation of e-governance

and innovation plan.



(31) Professor Dr. Md. Nizamul Karim, Director General NAEM anchored a workshop on 'Right to Information' on 27/11/2023 and NAEM faculties and officers of different divisions attended the workshop.



(32) Professor Dr. Md. Nizamul Karim, Director General NAEM anchored a workshop on 'Right to Information' on 28/11/2023 and staffs of different divisions of NAEM attended the workshop.



(33) NAEM observed 'Martyred Intellectuals Day' on 14 December 2023. Dr. Syed Anwar Husain, Chair Professor, Bangabandhu Sheikh Mujib Chair, (BUP) delivered his speech as the chief guest and Professor Dr. Md. Nizamul Karim, Director General, NAEM presided over the meeting.



(34) Professor Dr. Md. Nizamul Karim, Director General, NAEM along

with other officers and employees laid wreaths at the mural of Bangabandhu Sheikh Mujibur Rahman at National Academy for Educational Management (NAEM) with due respect on 16 December 2023 to celebrate 'Great Victory Day'.



(35) Professor Dr. Md. Nizamul Karim, Director General, NAEM delivered his speech as the chief guest at National Academy for Educational Management (NAEM) on 16 December 2023 highlighting the supreme sacrifice of the freedom fighters in the liberation war of 1971 to celebrate 'Great Victory Day'.



(36) NAEM arranged 'Children's Painting Competition' on 16 December 2023 on the occasion of 'Great Victory Day'. Professor Dr. Md. Nizamul Karim, Director General NAEM distributed prizes among the winners and all the participants in the painting competition.



(37) Professor Dr. Md. Nizamul Karim, Director General, NAEM chaired and anchored a training workshop on 26 December on 'Service Providing Commitment Action Plan Implementation' and Dr. Md. Safayet Alam, Assistant Director (Finance) gave the key note speech.



(38) Professor Dr. Md. Nizamul Karim, Director General, NAEM delivered speech as the chief guest in a meeting on 'Exchanging views with stakeholders to implement service providing commitment action plans' on 28 December 2023 and Professor Dr. Shah Md. Amir Ali chaired the meeting.



(39) Professor Dr. Md. Nizamul Karim, Director General NAEM delivered his speech in his farewell ceremony on 2 January 2024. He has been transferred as the Chairman of Secondary and Higher Secondary Education Board, Cumilla on 1 January 2024.



(40) Professor Dr. Shah Md. Amir Ali, Director Admin and Finance, NAEM was greeted with flower bouquet by officers of different divisions of NAEM on 9 January 2024 as he has been appointed as Director General, NAEM (DG-Routine Duty). He exchanged his views with the officers of all the four divisions of NAEM presiding over a meeting later on.



(41) A farewell reception was arranged in NAEM on 11 January 2024 for outgoing officers and employees of NAEM on the occasion of PRL (Post

Retirement Leave) in 2023. The retiring guests were welcomed and greeted warmly with the shower of flower petals. Mr. Syed Ahsan Habib gave the ‘Welcome Speech’ as the convenor of the ‘Farewell, Reception and Other Important Events Organizing Committee’.



(42) Professor Dr. Shah Md. Amir Ali Director General (Routine Duty), NAEM chaired and a training workshop on 8 February on ‘NAEM’s role in building Smart Bangladesh’ and Dr. M. Aslam Alam, former Senior Secretary and Rector, BPATC gave the key note speech.



(43) Professor Dr. Tahmina Begum (Social Science), Training Specialist NAEM

was greeted with flower bouquet by directors and officers of different divisions of NAEM on 12 February 2024 as she has been appointed as Director General, NAEM. She exchanged her views with the officers of all the four divisions of NAEM presiding over a meeting on 12/02/2024.



(44) Professor Dr. Tahmina Begum, Director General, NAEM delivered her speech as the chief guest at National Academy for Education Management (NAEM) on 14 March 2024 on the occasion of 'Bani Archona'.



(45) Professor Dr. Tahmina Begum, Director General, NAEM along with other officers and employees laid wreath at the portrait of Bangabandhu Sheikh Mujibur Rahman at Dhanmondi 32 on 14 February 2024.



(46) Professor Dr. Tahmina Begum, Director General, NAEM along with other officers and employees laid wreath at the graveyard of Bangabandhu Sheikh Mujibur Rahman at Tungipara in Gopalganj on 17 February 2024. She also visited Bangabandhu Sheikh Mujibur Rahman Museum and signed in the 'Condolence Book'.



(47) National Academy for educational Management (NAEM) organized a

rally towards Central Shaheed Minar (National monument) on 21/02/2024 to celebrate 'Great Martyr Day and International Mother Language Day-2024'. Professor Dr. Shah Md. Amir Ali, Director General (In-charge) and Director (Admin and Finance) led the rally and laid wreath at the Shaheed Minar along with other officers and employees of NAEM.



(48) On the occasion of 'Great Martyr Day and International Mother Language Day-2024' National Academy for Educational Management (NAEM) hoisted the national flag half-mast on 21 February. NAEM arranged a discussion meeting later on and Mr. Swapan Nath, Deputy Director (Research and Documentation), NAEM delivered his speech on the significance of that day.



(49) NAEM arranged a one-day training workshop on National Integrity Strategy on 22/02/2024 for the employees. Ms. Rokshana Bilkis, Director (Research and Documentation) anchored the workshop and Professor Md. Khorshed Alam, Training specialist gave the key note speech.



(50) NAEM set up a book stall at Bangla Academy Book Fair 2024 and Dr. Tahmina Begum, Director General, NAEM along with other officers of NAEM visited the stall on 29 February 2014.



(51) Mr. Md. Abdur Rahman, Typist and Computer Operator, NAEM received floral greetings from NAEM on the occasion of his farewell due to the retirement on 29 February 2024. Professor Dr. Tahmina Begum, Director General, NAEM along with other officers and employees of NAEM was present on the occasion.



(52) In the first hour of historical March 7, the national flag was hoisted with due dignity at National Academy for Educational Management

(NAEM).



(53) Professor Dr. Tahmina Begum, Director General, NAEM along with other officers of NAEM laid wreath at the mural of Bangabandhu Sheikh Mujibur Rahman at NAEM to celebrate 'Historic 7 March' on 7 March 2024.



(54) Professor Dr. Tahmina Begum, Director General, NAEM presided over a Monthly Co-ordination Meeting and exchanged her views with the officers of different divisions of NAEM on 11 March 2024.



(55) National Academy for Educational Management (NAEM) laid wreath at the mural of Bangabandhu Sheikh Mujibur Rahman at International Mother Language Institute to celebrate '104th Birth Day of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman and National Children's Day'. Professor Dr. Tahmina Begum, Director General, NAEM and other officers and employees of NAEM were present on the occasion.



(56) Professor Dr. Tahmina Begum, Director General, NAEM delivered her speech as the chief guest at National Academy for Educational Management (NAEM) on 17 March 2024 on the occasion of '104th Birth Day of the Father of the Nation Bangabandhu Sheikh Mujibur Rahman and National Children's Day'.



(57) On the occasion of Father of the Nation Bangabandhu Sheikh Mujibur Rahman's Birthday and National Children's Day, National Academy for Education Management (NAEM) hoisted the national flag with due dignity and laid wreath at the mural of Bangabandhu Sheikh Mujibur Rahman at NAEM on 17 March 2024. Professor Dr. Tahmina Begum, Director General, NAEM along with other officers and employees of NAEM was present on the occasion.



Prof. Mafrauha Nazneen, Training Specialist, NAEM received floral

greetings on the occasion of her farewell due to transfer on 24 March 2024.



(58) On the occasion of the Great Independence and National Day on March 26, the National Academy for Education Management (NAEM) hoisted the national flag with due dignity. Professor Dr. Tahmina Begum, Director General, NAEM along with other officers and employees was present.



(59) Professor Dr. Tahmina Begum, Director General, NAEM along with other officers laid wreath at the mural of Bangabandhu Sheikh Mujibur Rahman at NAEM to celebrate the 'Great Independence Day and National Day' on 26 March 2024.



(60) Professor Dr. Tahmina Begum, Director General, NAEM delivered her speech as the chief guest at National Academy for Educational Management (NAEM) on 26 March 2024 to celebrate 'Great Independence Day and National Day'.



(61) Dr. Safayet Alam, Assistant Director (Finance), NAEM received floral greetings on the occasion of his farewell due to transfer on 3 April

2024.



(62) Professor Dr. Tahmina Begum, Director General, NAEM and Scheme Director of 'Enhancing Professional Skills of Teachers' scheme under Secondary Education Development Program (SEDP) exchanged views with course co-ordinators and other members in a discussion meeting held at NAEM on 18 April 2024.



(63) A two-day workshop on Brochure editing and finalization of the' Induction Training Course for Non -Cadre Government College Teachers' was held at NAEM on 24-25 April 2024 and Mr. Soleman Khan, Secretary, Secondary & Higher Secondary Division, MOE delivered his speech as the chief guest. Mr. Abdun Noor Muhammad Al-Firoz, Additional Secretary (Admin & Finance), Secondary and Higher Education Division, Ministry of Education and Prof. Md. Shahedul Khabir Chowdhury, Director General (Routine Duty), Directorate of Secondary & Higher Education (Routine Duty) were special guests and Professor Dr. Tahmina Begum, Director General, NAEM chaired the workshop.



(64) Dr. Kallyani Nandy, Training Specialist, NAEM received floral greetings on the occasion of her farewell due to transfer on 24 April 2024.



(65) NAEM welcomed the participants of the 'Induction Training Course for Non-Cadre Government College Teachers' and the participants of the course greeted Professor Dr. Tahmina Begum, Director General, NAEM and Scheme Director of 'Enhancing Professional Skills of Teachers' scheme under Secondary Education Development Program (SEDP) with flowers on 30 April 2024.



(66) Mr. Mohibul Hasan Chowdhury, MP and Honourable Education Minister delivered his speech as the chief guest in the Opening Ceremony of the

'Induction Training Course for Non-Cadre Government College Teachers' held at NAEM on 30 April and inaugurated the training course. It is a program of 'Enhancing Professional Skills of Teachers' scheme under Secondary Education Development Program (SEDP).



(67) NAEM arranged a one-day training workshop on 'Grievance Redress System (GRS) & GRS Software' on 15 May 2024 for the employees. Professor Dr. Tahmina Begum, Director General, NAEM anchored the workshop and Professor Md. Khorshed Alam, Director (Training & Implementation), NAEM gave the key note speech.



(68) Professor Dr. Tahmina Begum, Director General, NAEM delivered her speech as the chief guest on the occasion of 'A Brief on NAEM' for Bangabandhu Sheikh Mujibur Rahman Digital University, Bangladesh and Prof. Dr. Shah Amir Ali, Director (Admin & Finance) chaired the meeting on 16 May 2024.



(69) The trainees and course coordinators of the 'Induction Training for Non-Cadre Government College Teachers' course arranged by NAEM laid wreaths and offered Fatiha at the mausoleum of Father of the Nation Bangabandhu Sheikh Mujibur Rahman on 18 May 2024. (70) Prof. Dr. Shah Md. Amir Ali, Director (Admin & Finance), NAEM and Deputy Scheme Director of 'Enhancing Professional Skills of Teachers' scheme under Secondary Education Development Program (SEDP) along with other officers of NAEM was present at that moment.



(71) A training workshop on 'Right to Information' for NAEM Employees was held at NAEM on 9 June 2024. Professor Dr. Tahmina Begum, Director General, NAEM anchored the workshop and Professor Dr. Umme Asma, Training Specialist, NAEM, delivered key note speech .



(72) Professor Nehal Ahmed, Director General, Directorate of Secondary and Higher Education (DSHE), delivered his speech as the chief guest in the 'Closing and Certificate Awarding Ceremony' of the 'Induction Training Course for Non-Cadre Government College Teachers' held at NAEM on 13 June 2024. Professor Dr. Tahmina Begum, Director General, NAEM and

Scheme Director 'Enhancing Professional Skills of Teachers' scheme under Secondary Education Development Program (SEDP) chaired the program.



#### **4.2 Information regarding posting /transfer /promotion from/to National Academy for Educational Management (NAEM) for the period of July 2023-June 2024.**

i. Associate Professor Mr. Moazzem Hossain Salim, a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as an 'Officer on Special Duty' in the Directorate of Secondary and Higher Secondary Education after withdrawing the deputation due to retirement. Accordingly, he was released from NAEM on 26/07/2023.

ii. Professor Sherina Akhter, a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as an 'Officer on Special Duty' in the Directorate of Secondary and Higher Secondary Education (DSHE) after withdrawing the deputation due to

retirement. Accordingly, she was released from NAEM on 06/08/2023.

iii. Professor Shahida Afrose (Bengali), a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as an 'Officer on Special Duty' in the Directorate of Secondary and Higher Secondary Education after withdrawing the deputation due to retirement. Accordingly, she was released from NAEM on 17/10/2023 in the morning.

iv. Professor Lana Humayera Khan (Economics), a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as an 'Officer on Special Duty' in the Directorate of Secondary and Higher Secondary Education (DSHE) after withdrawing the deputation due to retirement. Accordingly, she was released from NAEM on 02/11/2023 in the morning.

v. Professor Nasreen Sultana (Management), a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as an 'Officer on Special Duty' in the Directorate of Secondary and Higher Secondary Education (DSHE) after withdrawing the deputation due to retirement. Accordingly, she was released from NAEM on 14/12/2023 in the morning.

vi. Associate Professor Joy Prokash Dey (Zoology), a BCS (General Education) Cadre Officer joined NAEM as a 'Training Specialist' on deputation on 01/10/2023.

vii. Associate Professor Dr. Md. Anwarul Hoque (Chemistry), a BCS (General Education) Cadre Officer joined NAEM as a 'Training Specialist' on deputation on 01/10/2023.

viii. Assistant Professor Md. Mostofa Kamal (Economics), a BCS (General Education) Cadre Officer joined NAEM as a 'Training Specialist' on deputation on 02/10/2023.

ix. Assistant Professor Kazi Tanzila Jahan (Economics), a BCS (General Education) Cadre Officer joined NAEM as an 'Assistant Director (Training and Implementation)' on deputation on 16/10/2023.

x. Professor Dr. Tahmina Begum (Social Science), a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as the 'Director General' of NAEM on deputation on 12/02/2024. Accordingly, she was released from the post of 'Training Specialist', NAEM on 12/02/2024 in the morning.

xi. Professor Md. Khorshed Alam (Geography), a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as the 'Director, Training and Implementation' of NAEM on 05/03/2024. Accordingly, he was released from the post of 'Training Specialist', NAEM on 05/03/2024 in the morning.

xii. Prof. Mafrauha Nazneen (Botany), a BCS (General Education) Cadre Officer on deputation as an In-situ 'Training Specialist' at NAEM, has been posted as a 'Senior Specialist' in National Curriculum and Text

Book Board (NCTB) on 25/03/2024. Accordingly, she was released from NAEM on 24/03/2024 in the morning.

xiii. Mr. Md. Abdur Rahman, Typist cum Computer Operator and 'Personal Assistant' of Director (Planning and Development) went for Post Retirement Leave (PRL) on 01/03/2024.

xiv. Dr. Safayet Alam, Assistant Director (Finance), NAEM, a BCS (General Education) Cadre Officer on deputation at NAEM, has been posted as the 'Government Liaison Officer' in Higher Secondary Education Activity (HSEA) project financed by USAID in the Directorate of Secondary and Higher Education (DSHE) on lien on 04/04/2024. Accordingly, he was released from the post of 'Assistant Director (Finance), NAEM on 04/04/2024 in the afternoon.

xv) Dr. Kallyani Nandy, a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as the 'Deputy Inspector, College in Secondary & Higher Secondary Education Board, Dhaka on 23/04/2024. Accordingly, she was released from the post of 'Training Specialist', NAEM on 24/04/2024 in the morning.

xvi) Associate Professor Dr. Muhammad Jakir Al Faruki (Sociology), a BCS (General Education) Cadre Officer on deputation as 'Training Specialist' at NAEM, has been posted in Moulvibazar Govt. Women's College, Moulvibazar on 05/05/2024. Accordingly, he was released from the post of 'Training Specialist', NAEM on 05/05/2024 in the afternoon.

xvii) Associate Prof. Ms. Sabiha Yeasmin, a BCS (General Education) Cadre Officer as an 'Officer on Special Duty' at the Directorate of Secondary & Higher Education (DSHE) and attached to Eden Women's College, Dhaka has been posted as a 'Training Specialist', NAEM on 10/06/2024. Accordingly, she joined as a 'Training Specialist' at NAEM on 11/06/2024 in the morning.

xviii) Associate Prof. Dr. Asisul Ahsan Kabir (History), a BCS (General Education) Cadre Officer has been posted as a 'Training Specialist' at NAEM on 11/06/2024. Accordingly, he joined as a 'Training Specialist' at NAEM on 11/06/2024 in the morning.

xix) Prof. Dr. Umme Asma, a BCS (General Education) Cadre Officer on deputation as a 'Training Specialist' at NAEM, has been posted as the 'Director, Research and Documentation' of NAEM on 30/06/2024.



Associate Professor Moazzem  
Hossain Salim



Professor Sherina Akhter



Professor Shahida Afrose



Professor Lana Humayera Khan



Professor Nasreen Sultana



Associate Professor Joy Prokash  
Dey



Associate professor  
Anwarul Hoque



Assistant Professor Md.  
Mostofa Kamal. Jahan



Assistant Professor Kazi Tanzila Dr. Md.



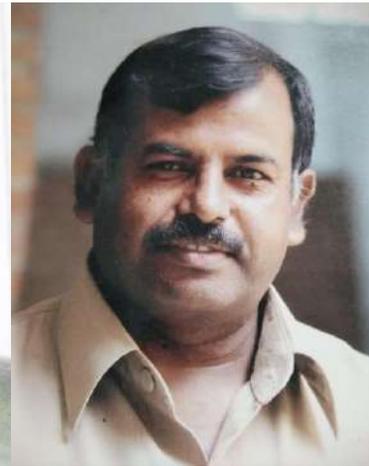
Professor Dr. Tahmina Begum



Professor Md. Khorshed Alam.



Prof. Mafrauha Nazneen



Md. Abdur Rahman



Dr. Safayet Alam



Dr. Kallyani Nandy



Associate Professor Dr.  
Muhammad Jakir Al Faruki



Associate Prof. Ms. Sabiha Yeasmin



Associate Prof. Dr. Asisul  
Ahsan Kabir



Prof. Dr. Umme Asma

Ms. Rokshana Bilkis (57), Director, Research and Documentation, NAEM passed away on 23 April 2024 in the morning at Square Hospital in Dhaka (Inna Lillahi wa Inna Ilaihi Raziun). May Allah forgive the deceased soul and grant her the highest rank in the heaven-Amen. She was buried in her in law's graveyard in the evening and a group of NAEM officers and employees took part in the Janaza prayer and other rituals.

"প্রতিটা আত্মাই মৃত্যুর স্বাদ আশ্বাদন করবে, অপর আমার  
কাবেই তিমাবদরবক তিতররে আনা হবে।"

(আল-কোরআন, সূরা -আন োবুত, আয়ত-৫৭)

**"Every soul will taste death, then to us you will be returned."**  
(Al-Quran, Surah-Ankabut, Ayat-57)



#### **4.3 Statement of Income and Expenditure of the Financial Year 2023-24:**

In the financial year 2022-23, the academy received total Tk. **399334000.00** as a yearly budget. The academy has performed several activities in the FY 2023-24 and the amount of total expenditure is Tk. **36063600.00**.

#### **4.4 Financial Report of Administration and Finance Division**

National Academy for Educational Management is a training institute and run by revenue budget. Director General is the administrative head of NAEM and responsible for management and operation of fiscal budget allocation. For maintaining pace and transparency in fiscal budget implementation and financial management of NAEM, financial power has been delegated to the DG, NAEM.

As per the provision of Section-128 of the Constitution of the People's

Republic of Bangladesh, C&AG (Additional Function) Act-1974, C&AG (Additional Function Amendment) Act-1975, the accounts of NAEM are being audited by the comptroller & Auditor General of Bangladesh. Up to financial year 2021-2022, expenditure and financial transactions of NAEM were audited by the audit team of CAG Office.

A detailed account of the allocation and expenditure that took place during the following one financial year are given in the table 1.

Financial Year 2023-2024 started on 1<sup>st</sup> July 2023 and ended on 30<sup>th</sup> June 2024.

**Table 1: Statement of Allocation & Expenditure of the Financial Year 2023-2024**

Code & Item	Allocation	Expenditure	Refund	Percentage (%)
3111 Officers' Pay				
3111101 Basic Pay (Officer)	33000000.00	29735000.00	3265000.00	90.11
3111110 Leave Encashment Pay (Officer)	20000.00	00.00	20000.00	00.00
31112 Staffs' Pay				
3111201 Basic Pay (Employee)	18600000.00	18094000.00	506000.00	97.28
3111209 Leave Encashment Pay (Employee)	1100000.00	879000.00	221000	79.91
<b>Sub Total</b>	19700000.00	18973000.00	7270000.00	96.31
31113 Allowances				
3111202 Personal Pay	0.00	0.00	0.00	0.00
3111301 Charge	220000.00	169000.00	51000.00	76.82

<b>Code &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Refund</b>	<b>Percentage (%)</b>
Allowance				
3111302 Conveyance Allowance	120000.00	85000.00	35000.00	<b>70.83</b>
3111306 Education Allowance	1300000.00	1015000.00	285000.00	<b>78.08</b>
3111308-Hazardous job allowance	20000.00	0.00	20000.00	<b>0.00</b>
3111310 House rent Allowance	19000000.00	17892000.00	1108000.00	<b>94.17</b>
3111311 Medical Allowance	2825000.00	2403000.00	126100.00	<b>85.06</b>
3111312 Mobile/cellphone Allowance	250000.00	125000.00	125000.00	<b>50</b>
3111314 Tiffin Allowance	210000.00	183000.00	27300.00	<b>87.14</b>
3111316 Washing Allowance	100000.00	70000.00	30000.00	<b>70.00</b>
3111325 Festival Allowance	9550000.00	7928000.00	1622000.00	<b>83.02</b>
3111327 Overtime Allowance	1250000.00	1118000.00	132000.00	<b>89.44</b>
3111328 Rest & Recreation Allowance	2000000.00	690000.00	1310000	<b>34.50</b>
3111329 Training Allowance	2019000.00	1668000.00	351000.00	<b>82.62</b>
3111331	60000.00	29000.00	31000.00	<b>48.33</b>

<b>Code &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Refund</b>	<b>Percentage (%)</b>
Refreshment Allowance				
3111332 Honorarium Allowance	200000.00	142000.00	58000	<b>71.00</b>
3111335 Bangla New Year Allowance	1000000.00	786000.00	214000.00	<b>78.60</b>
3111344 Subsistence Allowance	140000.00	116000.00	24000.00	<b>82.86</b>
3111352 Special Allowance	2580000	2324000	256000	<b>90.08</b>
32-Use of Goods & Services				
3211102 Cleaning & washing Items	700000.00	682000.00	18000	<b>97.43</b>
3211106 Entertainment Expenses	400000.00	334000.00	66000.00	<b>83.50</b>
3211110 Legal Expenses	1500000.00	19000.00	1481000.00	<b>1.27</b>
3211111 Seminar & Conference Expenses	1500000.00	1486000.00	14000.00	<b>99.07</b>
3211113 Electricity	8250000.00	8037700.00	53923.00	<b>97.42</b>
3211114 Utility Service Charge	1000000.00	973000.00	27000.00	<b>97.30</b>
3211115 Water	7000000.00	5300000.00	1700000	<b>75.71</b>

<b>Code &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Refund</b>	<b>Percentage (%)</b>
3211117 Internet/Fax/ Telex	200000.00	133000.00	67000.00	<b>66.50</b>
3211119 Postage	100000.00	0.00	100000.00	<b>0.00</b>
3211120 Telephone	250000.00	103000.00	147000.00	<b>41.20</b>
3211125 Advertising Expenses	400000.00	193000.00	207000.00	<b>48.25</b>
3211127 Books & Periodicals	1000000	863000.00	137000.00	<b>86.30</b>
3211128 Publications	1500000.00	00.00	1500000.00	00.00
3211130 Conveyance Expenditure	200000.00	174000.00	26000.00	<b>87.00</b>
3211131 Outsourcing	50000.00	0.00	50000.00	<b>0.00</b>
3231301 Training	237765000.00	225154000.00	12611000.00	<b>94.70</b>
3243101 Petrol, Oil & Lubricant	1200000.00	307000.00	893000.00	<b>25.58</b>
3243102 Gas & Fuel	800000.00	474000.00	326000.00	<b>59.25</b>
3244101 Travel Expense	8350000.00	6972000.00	1378000.00	<b>83.50</b>
3251109 Seeds & Plants	300000.00	157000.00	143000.00	<b>52.33</b>
3252108 Sanitation Materials	750000.00	624000.00	12600.00	<b>83.20</b>
3253103 Hiring of Security Services	2800000.00	2463000.00	337000.00	<b>87.96</b>
3255101 Computer	1000000.00	6600000.00	340000.00	<b>66.00</b>

<b>Code &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Refund</b>	<b>Percentage (%)</b>
Consumables				
3255102 Printing & Binding	1300000.00	1273000.00	27000.00	<b>97.92</b>
3255105 Other Stationary	3000000.00	1331000.00	1669000.00	<b>44.37</b>
3256106 Uniforms	750000.00	675000.00	75000.00	<b>90.00</b>
3256107 Sports Material	700000.00	0.00	700000.00	<b>00.00</b>
3257103 Research	9500000.00	8748000.00	752000.00	<b>92.08</b>
3257105 Innovation	1200000.00	629000.00	571000.00	<b>52.42</b>
3257206 Honorarium	500000.00	460000.00	40000.00	<b>92.00</b>
3257301 Ceremonies/ Festivals	500000.00	469000.00	31000.00	<b>93.80</b>
3258101 Motor Vehicles	250000.00	73000.00	177000.00	<b>29.00</b>
3258102 Furniture	300000.00	42000.00	258000.00	<b>14.00</b>
3258103 Computer	300000.00	260000.00	40000.00	<b>86.67</b>
3258105 Other Machineries & Equipment	800000.00	784000.00	16000.00	<b>98.00</b>
3258126 Telecommunication s Equipment	30000.00	0.00	30000.00	<b>0.00</b>
3821102 Land Development Tax	50000.00	39000.00	11000.00	<b>78.00</b>
3821103 Municipal Rates & Taxes	225000.00	223000.00	2000.00	<b>99.11</b>

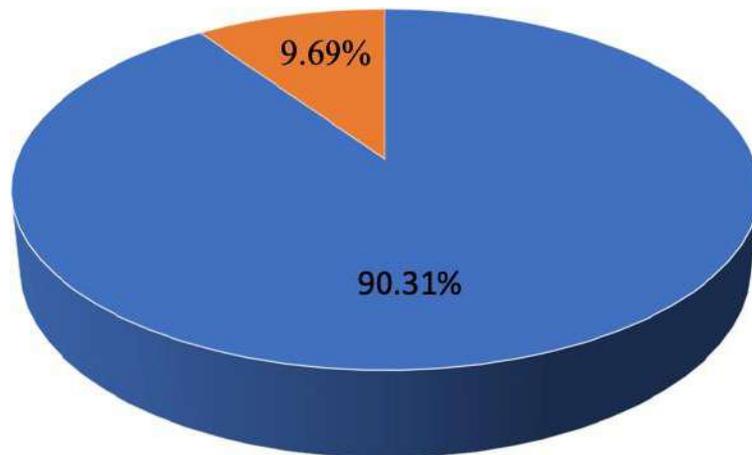
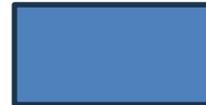
<b>Code &amp; Item</b>	<b>Allocation</b>	<b>Expenditure</b>	<b>Refund</b>	<b>Percentage (%)</b>
4112101 Motor Vehicles	0.00	0.00	0.00	<b>0.00</b>
4112201 ICT Equipment	1500000.00	375000.00	1125000.00	<b>25.00</b>
4112202 Computer & Accessories	500000.00	500000.00	0.00	<b>100.00</b>
4112204 Telecommunications Equipment	1000000.00	0.00	1000000.00	<b>0.00</b>
4112302 Camera & Accessories	50000.00	0.00	50000.00	<b>0.00</b>
4112303 Electrical Equipment	500000.00	435000.00	65000.00	<b>87.00</b>
4112304 Engineering & other Equipment	1300000.00	1298000.00	2000.00	<b>99.85</b>
4112310 Office Equipment	1500000.00	147700.00	23000.00	<b>58.47</b>
4112314 Furniture	1000000.00	986000.00	14000.00	<b>98.60</b>
<b>Grand Total =</b>	<b>399334000.00</b>	<b>360636000.00</b>	<b>38698000.00</b>	<b>90.31</b>

Comparison of spent (**360636000.00**) and unspent (**38698000.00**) money for (FY 2023-24) against sanctioned money (**399334000.00**) for NAEM has been shown in the 3D Pie chart below.

Unspent Money (Refund)



Spent Money



## **Chapter- 5**

**Research and Documentation Division, NAEM**

## Research and Documentation Division

### 5.1 Introduction

Research and Documentation Division is one of the four Divisions of NAEM. This Division is mainly responsible to conduct quality researches in different fields especially in Education. It provides the research findings to the policy level to alien them for having the best practices in Teaching Learning sector of Education. It also monitors the follow up and case study activities of researches. Every year, this division of NAEM invites research proposals from the NAEM faculties and researchers of other institutes related to Education Planning, Leadership, Innovation, Sustainable Development in Education, Innovative Techniques, Methods and Strategies of Teaching Learning process, Assessment System, Education in Emergence Context, Entrepreneurship in Education, Ethics and Moral Education, Inclusive Education, Information Literacy/Data Management, Innovative and best Pedagogical Practices, Secondary and Higher Education (School/Madrasha/Tertiary Level), Lifelong Learning, TVET Education and so forth. This Division takes necessary steps for publishing NAEM Newsletter, a quarterly publication, NAEM Journal, a half yearly publication and Annual Report with summary of various annual activities conducted by NAEM in a particular Fiscal Year. This Division provides assistance in publishing books on Education Administration and Management.



Research Division has two units

- i) Research Unit &
- ii) Documentation Unit

This chapter describes and focuses on the activities relating to research and publication of the Academy in the last Fiscal Year (FY2023-'24).

## 5.2 Major Activities of Research and Documentation Division

The major activities of this Division are as follows:

- To conduct research
- To publish NAEM Journal (a half-yearly publication of NAEM)
- To publish NAEM Newsletter (a quarterly publication of NAEM)
- To publish Annual Report of NAEM
- To organize Seminar/Workshop
- To manage NAEM Library
- To manage Documentation Unit of NAEM
- To work with some International Organizations Like UNESCO, USAID, International Institute of Educational Planning (IIEP), Thailand Regional Office in Thailand clusters and so forth.

### 5.2.1 Managing Research Activities

Research and Documentation Division executes all of its activities under the overall guidelines and policy of this academy and also under the guidance of the Director General of NAEM. Director (Research and Documentation) monitors the tasks regarding research under the supervision of the NAEM research evaluation committee. Research activities of this division are mainly guided and supervised according to the Research Policy of this Academy. There are lots of activities in different phases of researches like invitation of proposals, organizing seminars and workshop to help the researchers for selecting the tools and instruments, presenting the draft and final report of the ongoing researches and so forth. Research proposals are scrutinized and selected for funding following the process and procedure stated in the Research Policy.

### 5.2.2 Research Committee

NAEM research committee is headed by the Director General of NAEM. The other members of the research committee are Director, Training & Implementation Division, NAEM, Director, Planning and Development Division, NAEM, Director, Research and Development, BPATC, Director, Research and Publication, NAPD and Director, Research, BIDS; Professor, IER, Dhaka University. Member Secretary of this committee is the Director (Research & Documentation), NAEM. This high profile committee takes all sorts of decision and provides the guidelines within the existing rules and regulation to conduct the NAEM research smoothly time to time. NAEM does not compromise to its quality regarding research.

#### Form of NAEM Research Committee

Director General NAEM	Chairperson:
Director, Training & Implementation Division, NAEM	Member
Director, Planning and Development Division, NAEM	Member
Director, Research and Development, BPATC	Member
Director, Research and Publication, NAPD	Member
Director, Research, BIDS	Member
Professor, IER, Dhaka	Member
Director, Research and Documentation Division, NAEM	Member Secretary

#### 5.2.2.1 Activities of NAEM Research Committee in the Fiscal Year 2023-2024

Nine separate meetings of NAEM Research Committee were held in the last four quarters of the

year. The committee was chaired by the Director General of NAEM Professor Dr. Md. Nizamul Karim (1<sup>st</sup> to 5<sup>th</sup> meeting) and Professor Dr. Tahmina Begum (6<sup>th</sup> to 9<sup>th</sup> meeting).

### **Meetings held on the last Fiscal Year**

SL No.	Meeting No.	Date of meeting
1	1 <sup>st</sup> meeting	09.07.23
2	2 <sup>nd</sup> meeting	19.07.23
3	3 <sup>rd</sup> meeting	22.08.23
4	4 <sup>th</sup> meeting	19.09.23
5	5 <sup>th</sup> meeting	31.10.23
6	6 <sup>th</sup> meeting	06.03.24
7	7 <sup>th</sup> meeting	08.04.24
8	8 <sup>th</sup> meeting	21.04.24
9	9 <sup>th</sup> meeting	30.04.24

#### **5.2.3.0 Selection process of the Research Proposal**

This Division calls for research proposals from the NAEM Faculties and other researchers from different institutions of Bangladesh. This circular is widely circulated to the National Bangla and English dailies of the country. Besides it is uploaded to the NAEM website for a certain period of time. The Research Proposals are usually selected by the NAEM Research Committee. The Research Committee evaluates and recommends the proposals by observing the presentation conducted by the research teams. There are different marks in different stages of this proposal like portfolio of the researchers, previous research activities and publication, proposal quality considering the demand of the time, their presentation and so forth.

#### **5.2.3.1 Research Proposal Invitation for FY 2023-2024 and response**

NAEM Research Proposals were invited through a circular which was published in some renowned dailies of Bangladesh like *The Daily Prothom Alo*, *The Bangladesh Protidin*, *The Daily Star etc.* The Research Proposal (for FY 2023-24) invitation was circulated in May, 2023. In response to the invitation total 56 Research Proposal were submitted for FY-2023-2024

#### **5.2.3.2 Work order for 18 selected Research Proposals in 2023-2024 FY**

This division issued 18 work order for finally selected Research Work which were conducted in the Fiscal Year 2023-2024. Every Research team consists of an Advisor, a Team Leader and two other members. The budget of each study is maximum 400000tk. After finishing their study every team submitted their research report and an article based on this study to be published in the NAEM Journal.

#### **5.2.3.3 List of Selected Research Works conducted in FY 2023-2024**

(Duration: 1<sup>st</sup> July 2023-30<sup>th</sup> June 2024)

SL No.	Research Titles	Research Team Address
01	Outcome-Based Education (OBE) for Ensuring Quality at Tertiary Level in Bangladesh: Readiness and Reality Analysis of the Two Selected Public Universities	Advisor: Prof. Dr. Niaz Ahmed Khan Professor, Department of Development Studies Faculty of Social Sciences, University of Dhaka, Dhaka Cell: 01711-364462, E-mail: <a href="mailto:niaz.khan@yahoo.com">niaz.khan@yahoo.com</a>
		Team Leader: Dr. Jannatul Ferdous Associate Professor, Dept. of Public Administration Comilla University, Cumilla, Cell: 01743-902996 E-mail: <a href="mailto:Jannat.lata@yahoo.com">Jannat.lata@yahoo.com</a>
		Member 1: Md. Foyjul Islam Assistant Professor, Dept. of Public Administration Comilla University, Cumilla-3606, Cell: 01777-118677, E-mail: <a href="mailto:firoj.cou@gmail.com">firoj.cou@gmail.com</a> <a href="mailto:fifiroj@cou.ac.bd">fifiroj@cou.ac.bd</a>
		Member 2: Munmun Muhury Teacher Trainer, NAEM, Dhanmondi, Dhaka-1205 Cell: 01726-095778, E-mail: <a href="mailto:tmunmun.naem@gamil.com">tmunmun.naem@gamil.com</a>
02	Use of Artificial Intelligence (AI) Tools to Facilitate Formative Assessment in Secondary and Higher Secondary Level of Bangladesh	Advisor: Dr. Md. Tanvir Hanif Associate Professor, Department of Theoretical Physics University of Dhaka, Dhaka-1000, Cell: 01675-671793 E-mail: <a href="mailto:tanvirhanif@yahoo.com">tanvirhanif@yahoo.com</a>
		Team Leader: Dr. Md. Ayet Ali Assistant Director (Research and Documentation) NAEM, Dhanmondi, Dhaka-1205, Cell: 01712-099023 E-mail: <a href="mailto:ayetali42@gmail.com">ayetali42@gmail.com</a>
		Member 1: Ms. Arifa Mohsina Assistant Professor, Govt. Teachers' Training College Dhanmondi, Dhaka1205, Cell: 01770-551376/ 01552-306848, E-mail: <a href="mailto:mohsinaarifa@gmail.com">mohsinaarifa@gmail.com</a>
		Member 2: Mohammad Jamal Hossain Assistant Professor (Physics), Govt. Haraganga College Munshiganj, Cell: 01819-503553 E-mail: <a href="mailto:jamal822b@gmail.com">jamal822b@gmail.com</a>
03	Secondary School Students' Perception of Climate Change	Advisor: Prof. Dr. Mohammad Rafiqul Islam Dept. of Mathematics and Natural Science BRAC University, 66, Mohakhali, Dhaka-1212 Cell: 01726-331009, E-mail: <a href="mailto:mrafiq@bracu.ac.bd">mrafiq@bracu.ac.bd</a>
		Team Leader: Dr. Ferdousi Ara Khatun House-51/A/13, Flat-B4, West Rajabazar, Panthapath Dhaka-1215, Cell: 01722-632903 E-mail: <a href="mailto:khatunaraferdousi45@gmail.com">khatunaraferdousi45@gmail.com</a>
		Member 1: Dr. Hasibun Naher Associate Professor, Dept. of Mathematics and Natural Science, BRAC University, 66, Mohakhali, Dhaka-

SL No.	Research Titles	Research Team Address
		1212 Cell: 01818-182462, E-mail: <a href="mailto:hasi@bracu.ac.bd">hasi@bracu.ac.bd</a>
		Member 2: Mr. Bayzid Sumon Lecturer, Institute of Education and Research (IER) University of Dhaka, Dhaka-1000, Cell: 01516-118414 E-mail: <a href="mailto:bayzidsumon@du.ac.bd">bayzidsumon@du.ac.bd</a>
04	Implementation status of OBE system at the Tertiary Level Education in Bangladesh: A Study on Three Selected Public Universities.	Advisor: Dr. Sanwar Janhan Bhuiyan Joint Secretary & DEPD, SEIP, Ministry Finance Cell: 01770-799903, E-mail: <a href="mailto:sanwarjahan@gmail.com">sanwarjahan@gmail.com</a>
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05	The Coverage of Climate Change Awareness in Textbooks of Bangladesh at Secondary Level: An Analysis	Advisor: Dr. Md. Abdus Salam Professor, IER, University of Dhaka, Dhaka-1000 Cell: 01711-702630, E-mail: <a href="mailto:abdussalam@du.ac.bd">abdussalam@du.ac.bd</a>
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06	Exploring the Scopes and Challenges of Implementing Formative Assessment in Primary Education in Bangladesh	Advisor: Professor Shamin Ahmed Chairmen, Splenor Services Ltd, Former Professor (English) and Principal of Government Degree College DSHE, Dhaka, Cell: 01714-096016/01793598471 E-mail: <a href="mailto:ashamin98@yahoo.com">ashamin98@yahoo.com</a>
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07	Impact of Reading Comprehension on Mathematics and Science Performance at Secondary Level in Bangladesh	Advisor: Professor Dr. Md. Azharul Islam IER, University of Dhaka, Dhaka-1000 Cell: 01556-312203, E-mail: <a href="mailto:azharulislam.ier@gmail.com">azharulislam.ier@gmail.com</a>
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09	Exploring Best Practices in Meeting Accreditation Standards for Academic Programs at Private Universities in Bangladesh	Advisor: Prof. Dr. S. M. Mahbub Ul Haque Majumder Pro-Vice Chancellor, Daffodil International University Dhaka, Cell: 01713493007 E-mail: <a href="mailto:prove@daffodil.varsity">prove@daffodil.varsity</a>
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10	Factors Affecting the Performances of Teachers: A Study on the Higher Secondary Level in Bangladesh	Advisor: Dr. S. M. Ali Reza Professor, Dept of Political Science, University of Dhaka, Dhaka-1000, Cell: 01712-223209 E-mail: <a href="mailto:reza.namirah@du.ac.bd">reza.namirah@du.ac.bd</a>
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12	A study on measuring teachers' and institutional readiness for implementing formative assessment at SSC Examination from 2026 in Bangladesh	Advisor: Prof. Dr. Md. Khademul Islam Principal, Rashidazzoha Govt. Women's College Sirajganj, Cell: 01712-645864, E-mail: <a href="mailto:mki24@yahoo.com">mki24@yahoo.com</a>
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13	An Investigative Study to Identify the Barriers to Teach Grammar Communicatively at the Higher Secondary Level of Bangladesh	<p>Advisor: Dr. Md. Safayet Alam Assistant Director (Finance), In Situ, NAEM Dhanmondi, Dhaka-1205, Cell: 01552-407628 E-mail: <a href="mailto:adfin.naem@gmail.com">adfin.naem@gmail.com</a></p> <p>Team Leader: Dr. Md. Al-Amin Associate Professor, Department of English and Humanities, BRAC University, Dhaka Cell: 01706-972347, E-mail: <a href="mailto:al.amin@bracu.ac.bd">al.amin@bracu.ac.bd</a></p> <p>Member 1: Adnan Hosen Assistant Professor (English), Dhaka College, Dhaka Cell: 01934-385309, E-mail: <a href="mailto:adnanh141@gmail.com">adnanh141@gmail.com</a></p> <p>Member 2: Sourav Adhikary Lecturer (Education), Govt. Teachers' Training College Khulna, Cell: 01783921724 E-mail: <a href="mailto:sourav.adhikary.sunny@gmail.com">sourav.adhikary.sunny@gmail.com</a></p>
14	Smart Bangladesh Initiative and Preparedness for Education Sector: An Assessment of Policy and Actions	<p>Advisor: Dr. Md. Muzaffar Ahmed Freelance Consultant, Homes-07, House-291, Flat-1/B, Road-07, Mohammadia Housing Society 6/A, Nobodoy R/A Mohammadpur, Dhaka-1207, Cell: 01755-596887 E-mail: <a href="mailto:ahmed.mdmuzaffar@gmail.com">ahmed.mdmuzaffar@gmail.com</a></p> <p>Team Leader: Yasmin Sultana Lecturer, Dept. of Sociology, Begum Rokeya University, Rangpur, Cell: 01772-349819 E-mail: <a href="mailto:sultana@brur.ac.bd">sultana@brur.ac.bd</a></p> <p>Member 1: Md. Manjur Morshed Coordinating Officer, Rangpur Regional Centre Bangladesh Open University, Rangpur Cell: 01516-173052, E-mail: <a href="mailto:mmm@bou.ac.bd">mmm@bou.ac.bd</a></p> <p>Member 2: Mst. Umma Kulsum Teacher Trainer, NAEM, Dhanmondi, Dhaka-1205 Cell: 01716-636974, E-mail: <a href="mailto:umma2827@gmail.com">umma2827@gmail.com</a></p>
15	Exploring the Landscape and Challenges of Alternative Assessments at Tertiary Education in Bangladesh: A Study on affiliated Colleges of National University	<p>Advisor: Professor Dr. Abu Zafor Khan Principal, Comilla Victoria Government College Cumilla, E-mail: <a href="mailto:principal@cvgc.edu.bd">principal@cvgc.edu.bd</a> Cell: 01711-941549</p> <p>Team Leader: Dr. Md. Raju Ahmed Associate Professor, Political Science, Comilla</p>

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16	TikTok Craze among the Adolescent Students of the Secondary Level Education of Bangladesh: Status, Effects and Way Forward	Advisor: Md. Fazlur Rahman Professor, IER, University of Dhaka, Dhaka-1000 Cell: 01711-985446, E-mail: <a href="mailto:frahman71@live.com">frahman71@live.com</a>
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18	Head Teachers' Perceptions and Practices of Moral Global Citizenship education at Secondary Schools in Bangladesh	Advisor: Dr. Selina Banu Professor, IER, University Dhaka, Dhaka-1000 Cell: 01777-633411, E-mail: <a href="mailto:selinabanu@du.ac.bd">selinabanu@du.ac.bd</a>
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#### **5.2.4 Research Workshops and Seminars**

The Research and Documentation Division arranges seminars and workshops in different phases of the research: one workshop is for research proposal selection presentation where the resource persons, research committee members, evaluators give the final selection of the researches. Then a seminar is arranged to finalize the Research Tools or Instruments. After a reasonable time a draft research report presentation seminar is arranged to see the progress of data collection and to see the analysis procedure. Here the researchers get valuable suggestions from the expert pool so that they can add them to prepare their final report. At last final research report presentation seminar is held. After getting feedback from evaluators and research experts each research team amends their findings in any areas they think, according to the comments and observation of the experts. Then all the teams submit their final report to this division.

##### **5.2.4.1 Workshop on Research Proposal Presentation and Finalization held**

The Workshop on Research Proposal Presentation and Finalization FY2023-24 was held on 06<sup>th</sup> August, 2023 at the Conference Hall of NAEM where 18 Research Teams presented their respective research proposals and NAEM Research Committee observed their presentation and provided constructive feedback.



Professor Dr. Md. Nizamul Karim, Director General of NAEM, speaking as the Chairperson in the Workshop on Research Proposal Revision and Finalization (FY 2023-24) on 06<sup>th</sup> August, 2023



Professor Md. Nazmul Haque, Honourary Professor, IER, DU discussing with the researchers in the Workshop on Research Proposal Revision and Finalization FY 2023-24 on 6<sup>th</sup> August, 2023 at the Conference Hall of NAEM

#### **5.2.4.2 Workshop on Research Proposal Presentation and Finalization (FY2023-24)**



Professor Dr. Md. Nizamul Karim, Director General of NAEM delivering his speech as the Chairperson in the Workshop on Research Proposal Presentation and Finalization FY 2023-2024 on 20<sup>th</sup> August, 2023. Workshop on Research Proposal Presentation and Finalization FY 2023-2024 was held at the Conference Hall of NAEM on 20-22 August 2023. NAEM Research Committee members Professor Md. Nazmul Haque, Honourary Professor, IER, Dhaka University, Dr. Monjur Hossain, Director (Research), Bangladesh Institute of Development Studies (BIDS), Dr. Md. Nuruzzaman, Director (Research and Publication), National Academy for Planning and Development (NAPD), Professor Dr. Tahsina Akter, Director (Training and Implementation), NAEM, Mr. Md. Salimuzzaman, Director (Planning and Development), NAEM were present in the workshop. Professor Dr. Md. Nizamul Karim, Director General of NAEM was present as the Chairperson in the program. Ms. Rokshana Bilkis, Director (Research and Documentation) and member-secretary of NAEM Research Committee was also present on the occasion.

Workshop on Revised Research Proposal Presentation



*Director General of NAEM Professor Dr. Md. Nizamul Karim delivering speech in the 'Workshop on Revised Research Proposal presentation' on 13<sup>th</sup> September 2023 at the Meeting Room of NAEM.*

*The 'Workshop on Revised Research Proposal presentation' on 13<sup>th</sup> September 2023 at the Meeting Room of NAEM. Total six research teams presented their respective revised research proposals on this day. Director General of NAEM Professor Dr. Md. Nizamul Karim was present on the occasion as the Chairperson. NAEM Research Committee members were present in the workshop and gave feedback on different research proposals.*

#### **5.2.4.3**

#### **Workshop on Research Methodology and Data Collection Tools/Instruments**



*Director General of NAEM Professor Dr. Md. Nizamul Karim along with NAEM Research Committee member Professor Md. Nazmul Haque, IER, DU observing data collection tools/ instruments presentation in the workshop*

Workshop on Research Methodology and Data Collection Tools/Instruments was held on 08-10 October 2023 at the meeting room of NAEM. 18 research teams were divided into three groups to present their respective data collection tools/methodology on their scheduled dates.

*Director General of NAEM Professor Dr. Md. Nizamul Karim was present on the occasion as the Chairperson. NAEM Research Committee members were present in the workshop and gave feedback on different research proposals.*

Workshop on Progress of Annual Report (FY 2023-2024 ) and NAEM Newsletter (October-December 2023)



*Director General of NAEM* Professor Dr. Md. Nizamul Karim speaking as the Chairperson in the workshop on Progress of Annual Report (FY 2023-2024 ) and NAEM Newsletter (October- December 2023) on 15<sup>th</sup> November 2023

Workshop on Progress of Annual Report (FY 2023-2024 ) and NAEM Newsletter (October- December 2023) was held on 15 November 2023 at the meeting room of NAEM presided over by *Director General of NAEM* Professor Dr. Md. Nizamul Karim. Professor Dr. Shah Md. Amir Ali, Director (Administration & Finance), Md. Salimuzzaman, Director (Planning and Development) and Director (Research & Documentation) were present on the occasion. Annual Report (FY 2023-2024) committee members and NAEM Newsletter (October-December Quarter2023) committee members participated in the workshop.

## Meeting of Research Division



*An important meeting of Research & Documentation Division of NAEM chaired by Director General of NAEM Professor Dr. Md. Nizamul Karim on 19<sup>th</sup> December 2023*

*An important meeting of Research & Documentation Division of NAEM chaired by Director General of NAEM Professor Dr. Md. Nizamul Karim was held on 19<sup>th</sup> December 2023 at the office room of the Director of Research & Documentation Division. The Director ( Research & Documentation) Ms. Roshana Bilkis and Faculties of the Division joined the meeting. The meeting discussed on the progress of different activities of Research and Documentation Division.*

#### 5.2.4.4 Workshop on Revised Research Proposal Presentation (FY-2023-2024) Held



The Director General of NAEM and Chairperson of NAEM Research Committee Professor Dr. Md. Nizamul Karim speaking in the Workshop on Revised Research Proposal Presentation ( FY-2023-2024) on 13<sup>th</sup> September, 2023 at the meeting room of NAEM.

Workshop on Revised Research Proposal Presentation ( FY-2023-2024) was held on 13<sup>th</sup> September, 2023 at the meeting room of NAEM chaired by The Director General of NAEM and Chairperson of NAEM Research Committee Professor Dr. Md. Nizamul Karim. NAEM research committee members and some experts in this field were present in this workshop. They provided their valuable opinions and suggestions on different research proposals.

### 5.3.0 Other workshops

#### 5.3.2



Professor Dr. Md. Nizamul Karim, Chairman, Board of Intermediate and Secondary Education , speaking as the Chief Guest, in the workshop on NAEM Journal, Issue 32 finalisation through writers on 29<sup>th</sup> January 2024 at the Meeting Room of NAEM

## Workshop on NAEM Newsletter Report Writing



Invited Guests discussing with the participants of the workshop on NAEM Newsletter report writing on 7<sup>th</sup> March 2024 at the meeting room of NAEM

A workshop on NAEM Newsletter report writing was held on 7<sup>th</sup> March 2024 at the meeting room of NAEM. Professor Dr. Tahmina Begum, Director General of NAEM was the moderator and Mr. Md. Mohiuddin Alamgir, Senior Staff Reporter, The Daily Star was the Keynote

Speaker of the workshop. The speakers were Ms. Rokshana Bilkis, Director (R&D), NAEM; Ms. Shamsun Akter Siddique, Training Specialist, NAEM; Mr. Md. Rashedul Alam, Shift Incharge, The Daily Prothom Alo.

## Workshop on ‘Refinement of Proposed NAEM Publication Guidelines 2022’



Mr. Abu Dayan Mohammad Ahsanullah, Joint Secretary, Budget-1, Ministry of Finance, speaking as The Keynote Speaker in the Workshop on ‘Refinement of Proposed NAEM Publication Guidelines 2022’ on 25<sup>th</sup> March 2024

The workshop on ‘Refinement of Proposed NAEM Publication Guidelines 2022’ was held on 25<sup>th</sup> March 2024 at the Meeting Room of NAEM. . Professor Dr. Tahmina Begum, Director General of NAEM was the moderator and Mr. Abu Dayan Mohammad Ahsanullah, Joint Secretary, Budget-1, Ministry of Finance was the Keynote Speaker of the workshop. Mr. Muhammad Delwar Hossain, Deputy Secretary (Training), Secondary and Higher Education Division, Ministry of Education, was present as the discussant. The Directors of four Divisions of NAEM were also present on the occasion.

### 5.3.3

#### Publication of Bijoy Gatha



Lieutenant Colonel( Retired) Kazi Sajjad Ali Jahir, Bir Pratik, speaking as the Chief Guest at the Unveiling the Cover Ceremony of Freedomfighters-based Shortstory Collection ‘Bijoygatha’ on 13<sup>th</sup> December 2023 at the Conference room of NAEM chaired by Director General of NAEM Professor Dr. Md. Nizamul Karim.



#### **5.4.0 NAEM Journal publication**

NAEM has been publishing a peer reviewed journal since 2005 “NAEM Journal “by name. NAEM Journal is a half yearly publication. It publishes research articles related to Education. NAEM conducts number of researches every year. After finishing these studies, the researchers are asked to prepare the research based articles from their final research report. Besides NAEM also invites the articles for NAEM Journal from its stakeholders and from outside. After having all the submitted articles NAEM authority take steps to select the articles to be published in NAEM Journal.

It follows the editorial policy of NAEM Journal maintaining some pragmatic steps, that

- Invitation of Articles
- Selection of Articles by the Journal Committee
- Editing language and style of the articles
- Taking steps to Publish the selected articles in the NAEM Journal

#### **5.4.1 NAEM Journal Editorial Policy**

1. NAEM Journal is published to focus the teaching, training, and research activities through the research -based articles and abstracts of any recent research findings relating to education.
2. The articles should be original and demonstrate the authors’ own thoughts and analysis.
3. Two copies of typed manuscript writing should be submitted on one side of the paper with a double space

and appropriate left and right margins (1x1x1x1x inch with A4 size paper). The length of the manuscripts should be limited to 5,000 words.

4. Bibliographical references to be prepared as follows:
  - a. For books: Author(s) name(s), year of publication, *Title of Book*, place of publications, and publisher.
  - b. For articles: Author(s) name(s), Title of article, *Title of Periodical/journal, Volume (Issue No.)*, place of publication, publisher, and year of publication.
  - c. The title of books, articles, and periodicals should always be given in English.
  - d. References cited in the text should be placed alphabetically at the end of the article.
5. An abstract of 200 words should be given along with the article.
6. The main heading and sub-heading of the article(s) should be aligned left.
7. Articles or manuscripts submitted elsewhere for publication are not acceptable. The copyright of the paper will be reserved by NAEM authority once the article is published in NAEM Journal, the author of the article must obtain permission from the editor for publication elsewhere.
8. The views expressed in the published articles are those of the authors and do not constitute any endorsement by the academy or the Editorial Board or the Editor.
9. No material will be published if it creates conflict with the aim and objectives of the academy as well as religious or cultural or political feelings of any section.
10. Article is to be organized generally into the following sections:

### **Abstract with Keywords**

**Introduction:** Statement of the problem, Rationale/Significance of the study, Objectives, Limitations (if any)

**Methodology:** Study areas and Period of time, sampling and sampling procedures and data analysis **Findings/ Results/ Data Analysis, Interpretation and Presentation**

[The aforesaid format of preparing the research article may vary from discipline to discipline.]

### **Conclusion/Recommendations/Bibliography/References**

11. The author should mention his/her name and address on the manuscript. Name(s) and designations(s) of the author(s), full mailing address, and telephone number with the title of the article should be sent on a separate sheet.
12. Tables, graphs, maps, diagrams may be used in the article. The titles and sources of such tables, etc. should be mentioned.
13. The article should be written in English. If the Editorial Board accepts any article for publication but thinks to modify it i.e., to make short or change particular expressions or rephrase then this article will be sent to the author for necessary modifications prior to its publication
14. Three copies of the Journal will be given to the writers free of cost.
15. The articles should be submitted with both hard and soft copies to the Editor, NAEM Journal, NAEM, Ministry of Education, New Market Dhaka-1205.

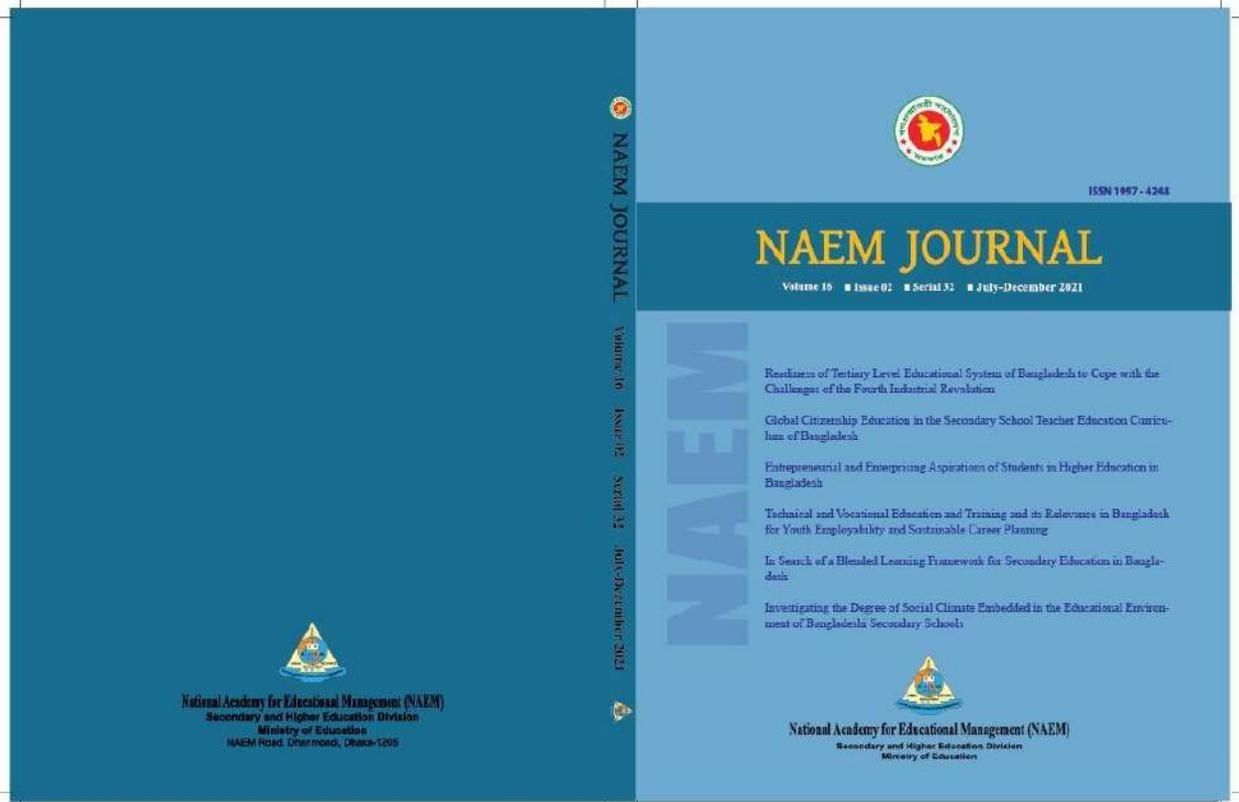
16 Articles containing text similarity below 25% (Plagiarism below 25%) will be considered for publication. Acknowledgement must be incorporated.

### 5.5.0 NAEM Journal Publication in 2023-2024 FY

Name : NAEM Journal  
ISSN No. : ISSN 1997-4248  
Issue : 02  
Volume : 16  
Serial no. : 32  
Time : January-June -2021 (Published June- 2024)  
Published by NAEM

### 5.9.2 Image of NAEM Journal

### 5.6.2 Image of NAEM Journal



NAEM Journal (Volume-16, Issue-02, Serial 32) published in June 2024

### Readiness of Tertiary Level Educational System of Bangladesh to Cope with the Challenges of the Fourth Industrial Revolution

Md. Shafiul Islam, Md. Sanwar Jahan Bhuyan, Muhammad Fakrul Islam Anwari

### Global Citizenship Education in the Secondary School Teacher Education Curriculum

**of Bangladesh**

Selina Banu, Md Khairul Islam Prof. Ummay Asma, Aparna Rani Dey

**Entrepreneurial and Enterprising Aspirations of Students in Higher Education in Bangladesh**

Rajib Ahmed Faisal, Dr. Mariam Begum, Umme Mustari Tithi, Chameli Das

**Technical and Vocational Education and Training and its Relevance in Bangladesh for Youth Employability and Sustainable Career Planning**

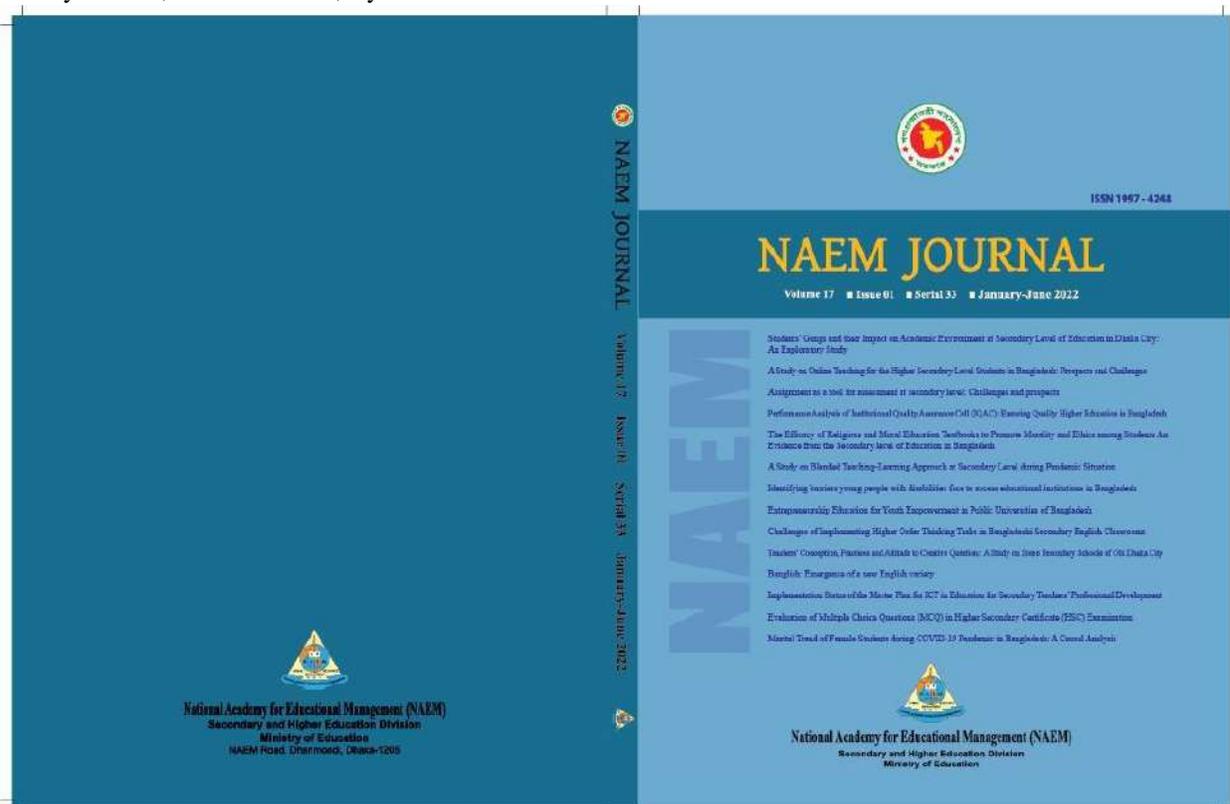
Md Jahangir Alam, S. M. Ali Reza, Md Harunur Rashid, Md. Mahbub Hasan Juwel

**In Search of a Blended Learning Framework for Secondary Education in Bangladesh**

Goutam Roy, Happy Kumar Das, Shahida Afrose

**Investigating the Degree of Social Climate Embedded in the Educational Environment of Bangladeshi Secondary Schools**

Rubaiyat Jahan, Subarna Sarker, Ayet Ali



**NAEM Journal (Volume-16, Issue-02, Serial 33) published in June 2024**

**Students' Gangs and their Impact on Academic Environment at Secondary Level of Education in Dhaka City: An Exploratory Study**

Kazi Faruk Hossain, Rahul Chandra Shaha, Md Fazlur Rahman

**A Study on Online Teaching for the Higher Secondary Level Students in Bangladesh: Prospects and Challenges**

Dr. Md. Babul Hossain, Dr. S. M. Mahbubur Rahman, Dr. Chanchal Kumar Biswas,

Dr. Nuruzzaman (MBBS)

**Assignment as a tool for assessment at secondary level: Challenges and prospects**

Dr Ranjit Podder, Sheikh Shahbaz Riad, Md Asaduzzaman, Mohammad Abu Hanifl

**Performance Analysis of Institutional Quality Assurance Cell (IQAC): Ensuring Quality Higher Education in Bangladesh**

Jannatul Ferdous, PhD, Md. Foyjul-Islam, Munmun Muhury

**The Efficacy of Religious and Moral Education Textbooks to Promote Morality and Ethics among Students An Evidence from the Secondary level of Education in Bangladesh**

Dr. M. Abdul Aziz, Prof Md Rabiul Islam, Rowshan Zannat

**A Study on Blended Teaching-Learning Approach at Secondary Level during Pandemic Situation**

Mohammad Kabir Hossain, Dr. Md. Abul Kalam Azad, Kazi Humayun Kabir

**Identifying barriers young people with disabilities face to access educational institutions in Bangladesh**

Md. Shahnawaz Khan, Karishma Ahmed, Dr. Md. Ariful Islam Khan

**Entrepreneurship Education for Youth Empowerment in Public Universities of Bangladesh**

G M Rakibul Islam, Serajul Islam, Md. Saifuzzaman Rana, Jibunnessa Mukti

**Challenges of Implementing Higher Order Thinking Tasks in Bangladeshi Secondary English Classrooms**

Sabreena Ahmed, Asifa Sultana, Sheikh Mohammad Ali

**Teachers' Conception, Practices and Attitude to Creative Question: A Study on Some Secondary Schools of**

**Old Dhaka City**

Monira Jahan, Sumaiya Khanam Chowdhury, Kazi Faruk Hossain, Shilpi Rani Shaha

**Banglish: Emergence of a new English variety**

Rahul Chandra Shaha and Ankhi Rani

**Implementation Status of the Master Plan for ICT in Education for Secondary Teachers' Professional Development**

S M Kamruddin Ropum, Muhammad Monirul Islam, Md Luthfor Rahman

**Evaluation of Multiple Choice Questions (MCQ) in Higher Secondary Certificate (HSC) Examination**

Rowshan Ara Parvez, Muhammad Kamal Uddin, Professor Md. Shahjahan

**Marital Trend of Female Students during COVID-19 Pandemic in Bangladesh:**

**A Causal Analysis**

Dr. Amran Hossain, Fatema Akter

**5.7.0 NAEM Newsletter**

NAEM Newsletter is a quarterly publication. It publishes all sorts of news in this Academy, specially the different events of training programs and its statistics. It is published in systematic

way. In the beginning of the year four different committee for four quarters are formed. This Newsletter committee sit together with the members. Then different news are prepared and photos are selected. After this process it is edited several times. NAEM English faculties are preferred as all the events are covered using English. After finishing the editing process it is presented in the workshop to have the valuable comments and suggestion regarding this issue. Then it is finalized and sent to the press for publication. After having the copy it is distributed among the NAEM faculties and stakeholders.

### **5.7.1 Newsletter Publication in 2023-2024 Fiscal Year**

Two newsletters have been published and two are in the publication process in the Fiscal Year 2023-2024. Most of the events, training activities and some other activities from all the divisions have been incorporated in these newsletters.

In the running Fiscal Year following issues of NAEM newsletters have been published:

1. Volume: 16 Issue: 89 Time: July to September 2023
2. Volume: 16 Issue: 90 Time: October to December 2023
3. Volume: 16 Issue: 91 Time: January to March 2024 (sent to the press for publishing)
4. Volume : 16 Issue 92 Time: April- June is on the way of Publication.

### **5.7.2 Image of NAEM Newsletter**



Image of NAEM Newsletter (volume 16 Issue 89)

### 5.8.0 Documentation Unit



### ***Documentation Unit of NAEM***

Research Division has a documentation Unit. The main responsibility of this unit is to preserve different documents like Research report, Journals, Newsletters, Different Bangla and English dailies, brochures, souvenirs or magazines and so forth. This unit of research division does the following activities

- To preserve important documents of NAEM (brochures, souvenirs, results, NAEM conducted research reports, NAEM Newsletter, NAEM Journal, annual report, etc.)
- To store national dailies in binding form.
- To collect important paper cutting on education and other important issues (national and international);
- Necessary service is provided from this unit to the trainees who lose their certificate or who need the testimonial ;
- Collection of Documentation Unit is 6,444 (NAEM conducted research report, NAEM Newsletter, NAEM Journal, etc.).

#### **5.8.1 Activities of Documentation Unit in 2022-2023 Fiscal Year**

##### **Receiving 15 Final Research Report based on the studies conducted in 2021-2022FY**

In this year Research Division received 18 Final Research Reports in June 2024 which were conducted in FY 2023-2024. All the teams were asked to submit their respective final report (10 copies each team) of their studies following the given structure. Besides all the teams were also asked to submit a very short and precise Findings and Policy Recommendations on their own study because NAEM is planning to publish a book containing the Research findings and Recommendations.



## Research Reports of FY 2023-2024

### 5.8.4 Records and Achievements of Research and Documentation Division since 2003

- Research work done : 254 (Till FY 2023-24)
- Newsletter published : 90
- Journal published : 33
- Total NAEM Publication till June 2022 : 189

#### 5.8.4.1 Statistics of Research, seminars, workshop, meetings and so forth at a glance of Research and Documentation Division

##### 5.8.4.2 Research

SL	Number of Researches	Remarks
1	18	Done

##### 5.8.4.3 Meetings of NAEM Research Committee

SL No.	Meeting No.	Date of meeting
1	1 <sup>st</sup> meeting	09.07.23
2	2 <sup>nd</sup> meeting	19.07.23
3	3 <sup>rd</sup> meeting	22.08.23
4	4 <sup>th</sup> meeting	19.09.23
5	5 <sup>th</sup> meeting	31.10.23
6	6 <sup>th</sup> meeting	06.03.24
7	7 <sup>th</sup> meeting	08.04.24
8	8 <sup>th</sup> meeting	21.04.24
9	9 <sup>th</sup> meeting	30.04.24

##### 5.8.4.4 Workshops

SL no.	Name of Workshop	Date
1	Workshop on Research Proposal Presentation and Finalization FY2023-24	06 <sup>th</sup> August, 2023
2	<i>Workshop on Revised Research Proposal presentation</i>	13 <sup>th</sup> September 2023
3	Workshops on Research Methodology and Data Collection Tools/Instruments	08-10 October 2023
4	Workshop on Progress of Annual Report (FY 2023-2024 ) and NAEM Newsletter (October- December 2023)	15 November 2023

<b>5</b>	Workshop on Draft Research Report Presentation( FY 2023-2024)	04-06 February 2024
<b>6</b>	Workshop on “Final Research Report Presentation FY 2023-24”  Follow up Workshop on the Progress of Annual Report and NAEM Newsletter	28-30 April 2024.  22 January 2024
<b>7</b>	“Workshop on the Revision and Publication of the Training Manual of EAM (College) Course of NAEM How College can be Made Better” was held on at the Conference Room of Director of General, NAEM.	03 April 2024
<b>8</b>	“Workshop on Translating Bijoy Gatha into English”  Follow up Workshop (3) on the Progress of Annual Report and NAEM Newsletter	04 April 2024  9 April 2023
<b>9</b>	Workshop on Final Annual Report and Newsletter (April-June 2024)	30 June 2024

**Chapter 05**

**Collaboration Work**

## Collaborative activities of NAEM with National and International Organizations

### 5.1.0 NAEM –UNESCO partnership Project

NAEM authority could build a very warm relation among some National and International donor agencies like UNESCO, UNECEF, British Council, American Embassy and so forth. An agreement has been signed up between NAEM and UNESCO Dhaka office for “UNESCO Participation Program-2023 which aims to have Teachers’ ICT competency Framework.

In the last fiscal year NAEM in collaboration with UNESCO launched a project title: “Capacity Enhancement for the Teachers of Secondary Education in Bangladesh through Contextualization of ICT - CFT and Mainstreaming the GCED and ESD aspects in NAEM Teacher Training Program” to ensure capacity enhancement support for the teachers of secondary education in Bangladesh.

### 5.1.1 Project Technical Committee Meeting

After the inception of the project, in the fiscal year 2023-24 the first Project Technical Committee meeting was held at NAEM Meeting Room on 27 July 2023 aiming at introducing the committee members, defining their roles and responsibilities in proving expert suggestions in their respective areas of expertise, establishing project objectives, and outlining the overall plan for project activities. The PTC meeting was chaired by Professor Dr. Md. Nizamul Karim, DG, NAEM.



*(1) Project Technical Committee meeting was held at NAEM Meeting Room on 27 July 2023 with the collaboration of UNESCO.*

At the beginning of the PTC meeting, Professor Dr. Md. Nizamul Karim, Director General, NAEM thanked all Project Technical Committee members for attending the meeting. He informed the house about the background of the NAEM-UNESCO collaborative project for contextualizing of ICT Competency Framework for Teachers and for mainstreaming GCED and

ESD themes and its sub-themes in Teacher Training courses of NAEM. He also informed that NAEM communicated UNESCO-APCEIU to establish GCED hub at NAEM to develop regional Cooperation, to plan GCED Curricula and develop GCED Training Course and its Contents to run collaborative training and research programs and to coordinate all the regional and International GCED Conference, Seminars and Workshops on GCED and GCED Educators Exchange program, GCED promotional activities for sustainable future of Education for International Understanding and Peace Building worldwide. Then he briefed the project activities to enhance teachers' capacity in the secondary level teachers in Bangladesh. He provided an overview of the project's current status highlighting the milestones achieved and Future actions for Concept mapping, Course design, Training Curriculum Development, Manual development, Module design and Training system adaptation through workshops with NAEM faculties and other stakeholders. He also expected to have suggestions from all the PTC members in their respective areas of expertise and also hoped to finish the project on time.

The chairperson summarized the decisions and thanks all for their time and suggestions. He hoped this effort will be very helpful and useful for achieving the objectives of the project. The particular assignment for all PTC would be given and informed.

### **5.1.2 Capacity Building Workshop on GCED Training Curriculum Development**

A day long workshop on “Capacity Building Workshop on GCED Training Curriculum Development” (ICT Competency Framework for Teachers) was held at the Conference Room of NAEM, Dhaka on 23 August 2023. Total 45 participants participated in the workshop from different schools and colleges, experts from Teacher Training Colleges, Universities, UNICEF, administrative officers from the Ministry, DSHE, BANBEIS, DME and so forth.

The objectives of the workshop were: to review the NAEM GCED Training Curriculum and analyze the draft Review findings, to discuss on the revised Curriculum and proposed GCED curriculum and Modules and to identify the possible challenges in mainstreaming GCED and ESD in Teacher Training curriculum in the context of evolving changes in education, national priorities, aspiration, and vision for being a developed country by 2041. Mr. Suleman Khan, Secretary, SHED, MoE was virtually connected in the workshop as the chief guest. Mr Belayet Hossain Talukder, Additional Secretary (Dev), SHED, Ministry of Education, Professor Nehal Ahmed, Director General, DSHE, Dhaka, Ms. Rokshana Bilkis, Director Research and Documentation, NAEM, were the special guests of the workshop. Ms Fan Huhua, Education Program Specialist, UNESCO Dhaka office, was present in the workshop as the Guest of Honour. Prof. Dr. Md. Nizamul Karim, Director General, NAEM was the chairperson in the workshop. The program was started with the key note presentation by the Director General of NAEM. He explained the aims and objectives of the project as well as the workshop. In his presentation he emphasized that it is high time to update the Training Curriculum of NAEM considering the modern changes and demand.

Professor Nehal Ahmed, Director General, DSHE, Dhaka said that we need to change our mind set to accept the global change and demand. He said that we are now communicating with our global friends and partner even sitting in our drawing room. That's why we should know the manners and antiquities of global citizen.

Mr Belayet Hossain Talukder, Additional Secretary (Dev), SHED, Ministry of Education mentioned the importance of diversity, solidarity, humanity, tolerance and so forth. He thanked the UNESCO and other partner organizations to work collaboratively with NAEM. He also thanked the Director General of NAEM to invite him in such a wonderful program.

Ms. Fan, Huhua, Education Program Specialist, UNESCO Dhaka office gave a wonderful presentation on the GCED aspects. In her presentation she explained the importance to work collaboratively to develop a Sustainable Development throughout the whole world. According to the goal no-4 of SDG, she explained the importance of knowing the transformative pedagogies, techniques, methods, assessment process and so forth of our teachers. She said that UNESCO feels happy to work with NAEM and other organizations to promote global issues to ensure the quality education and the SDG.



*(2) Capacity Building Workshop on GCED Training Curriculum Development was held at the Conference Room of NAEM, Dhaka on 23 August 2023.*

