

Annual Report 2013-2014

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Bangladesh Public Administration Training Centre

Savar, Dhaka-1343

www.bpatc.org.bd

Annual Report 2013-2014



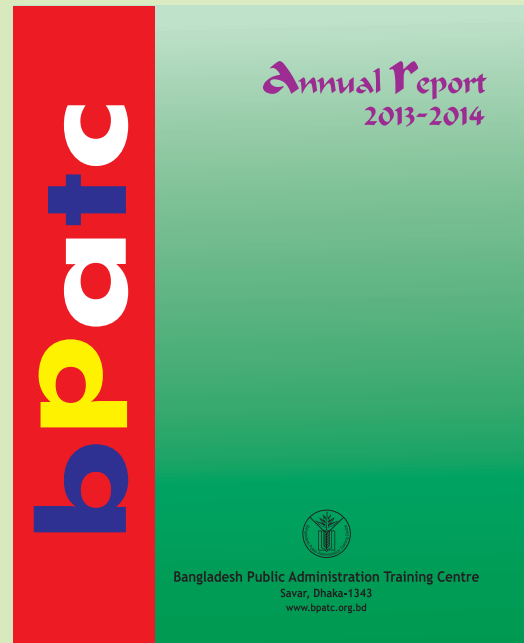
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A Partial View of BPA7C

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Mission

Develop Human Resources with Competence and Strong Moral Values through state-of-the-art training;

Promote a culture of continuous learning in the public service to foster a knowledge society;

Conduct research and publications on public sector management;

Network with reputed institutions of home and abroad to enrich training, research and consultancy; and

Extend consultancy services for enhancing organizational performance.

Vision

By the year 2021, BPATC will establish itself as a centre of excellence and a regional hub for development of competent, innovative and morally sound public servants and a think tank' of knowledge-based governance.





Honorable Prime Minister, Sheikh Hasina, MP is encouraging us to work for good governance through her remarks in the Visitor's Book.



Honorable Prime Minister, Sheikh Hasina, MP is addressing the participants and the guests at the Closing Ceremony of 56th FTC.



Minster
Ministry of Finance
Government of the people's Republic of Bangladesh



Message from the BoG Chairperson

I am indeed highly delighted to avail this opportunity to express a few words on the occasion of publication of the Annual Report 2013-2014 of Bangladesh Public Administration Training Centre. The publication of this report encapsulates the overall activities of the centre during the training year 2013-2014 and marks the commitment to create value to its stakeholders. It also reflects an integrated view of the Centre and the way the activities are managed all the year round. The strategy underpinned by the vision, mission and the core values provides both the focus and the flexibility to cater to demand of the stakeholders.

The Right to Information Act, 2012 has legally bound us to reveal all relevant information in the form of annual report for the clients and the citizens of the nation. Therefore, publication of this annual report will indicate the transparency and hold the organization accountable to its stakeholders. I personally appreciate this laudable effort on the part of BPATC.

Moving forward, it is envisaged that BPATC will continue to deepen its capabilities in rendering services to its stakeholders and develop new capabilities in order to be at the forefront of myriad of changes and challenges faced by the civil service today.

My sincere and heartiest thanks are due to all the members of the Board of Governors, members of faculty, the employees for their talent and passion, guest resource persons, participants of various courses and well-wishers for their unremitting efforts and continuous assistance to BPATC since its inception. My genuine gratitude is also due to the Rector and the Research and Consultancy Division of BPATC for publishing this report.

I look forward to working with BPATC to bring it to a new height, a step closer to its vision of becoming a centre of excellence.

Abul Maal A. Muhith

Chairperson
Board of Governors
Bangladesh Public Administration Training Centre





Message from the Rector

As per our Rules of Business to publish an Annual Report on the activities of the last fiscal year is mandatory for all departments. Now- a- days some organizations do not do it regularly. I am very pleased to know that BPATC does this task regularly. My special thanks to the concerned officers of BPATC for their sincerest efforts to publish the Annual Report regularly. Annual Report is a proof of the performances done by BPATC as well as it becomes a valuable document for future researchers.

Bangladesh Public Administration Training Centre (BPATC), the apex training institute in the public sector, emerged as an autonomous organization in 1984 under the Presidential Ordinance (Ordinance no XXVI of 1984). BPATC started its journey through amalgamation of four; Bangladesh Administrative Staff College (BASC), National Institute of Public Administration (NIPA), Civil Officers' Training Academy (COTA), and Staff Training Institute (STI). The purpose of merging these training institutions were to integrate human and other resources, share and interact different ideas and experiences amongst different services. As a result, the Centre inherited a rich legacy of Public administration and management.

The core institutional responsibilities of BPATC are to design and organize training courses, workshops, seminars and to conduct researches on public administration, management and development economics. Moreover, the Centre advises the Government on leading or emerging policy issues. Clientele groups of BPATC are diverse, which represent almost all cadres of the Bangladesh Civil Service. Currently, Judiciary, Defence Service and NGOs are also showing keen interest in BPATC's training Programmes.

The Centre has the privilege to utilize the training programmes for the welfare of the people. Hence, time befitting and quality training is more important than the quantity of training. The main concern, obviously, is to provide forward-looking training to the clients to face the challenges of the new millennium successfully.

Finally, once again heartfelt thanks are extended to all concerned personnel, especially to editorial ones who contributed significant inputs of the report. Any observation, view and recommendation from the eminent readers would be highly appreciated and will consider as precious contribution towards enriching the future publication of the report.

A handwritten signature in black ink, appearing to be 'A.K.M. Abdul Awal Mazumder'.

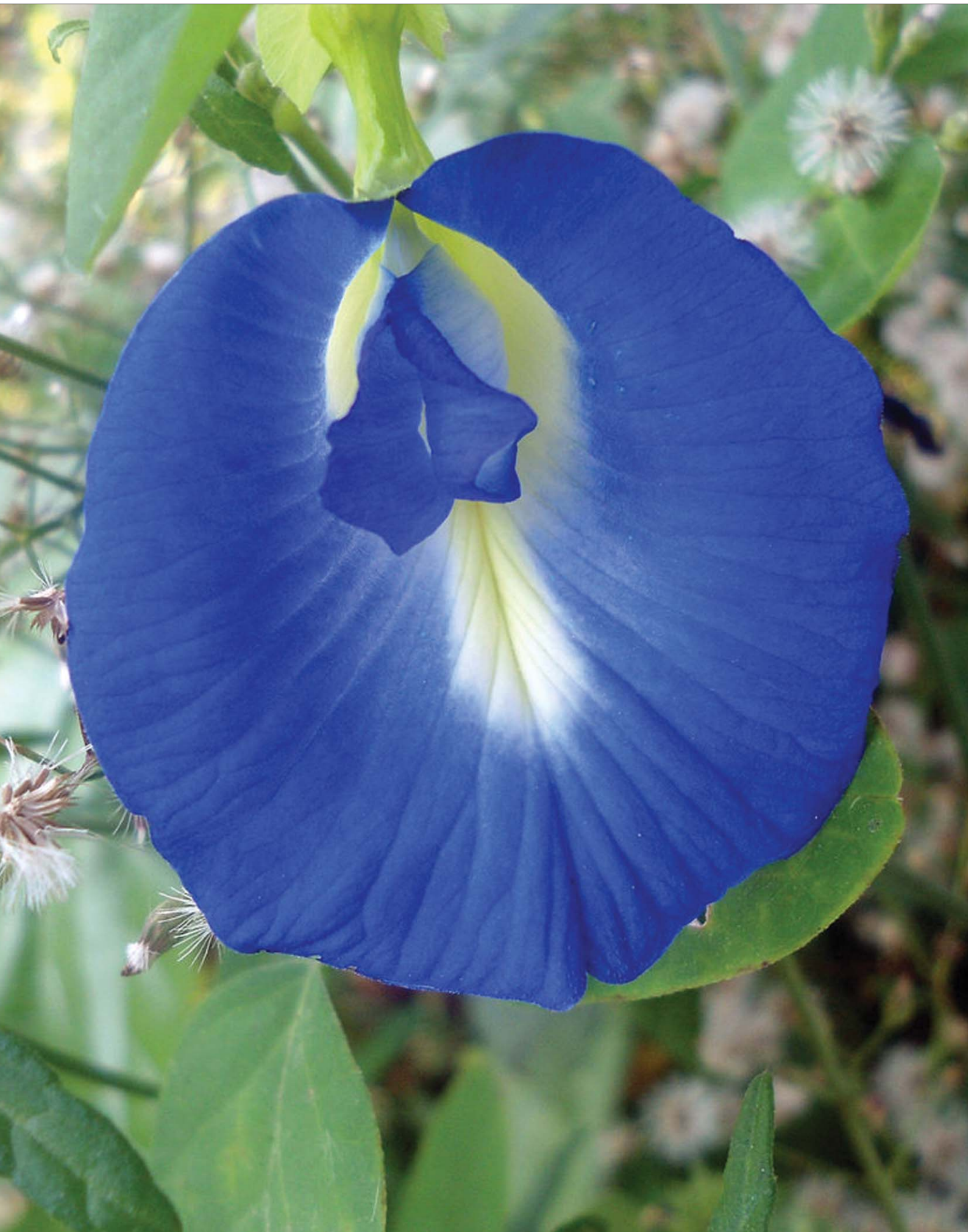
A.K.M. Abdul Awal Mazumder
Rector, BPATC



CHAPTER ONE



INTRODUCING BPATC



Introduction

Bangladesh Public Administration Training Centre (BPATC) has been at the forefront of the development of public sector executives of the country. It was established in 1984 under the Ordinance of Bangladesh Public Administration Training Centre Ordinance (Ordinance No. XXVI of 1984) by amalgamating the then existing institutions viz., National Institute of Public Administration, Civil Officers' Training Academy, Bangladesh Administrative Staff College and Staff Training Institute. BPATC is located at a distance of 28 kilometers from the capital city Dhaka and near Jahangirnagar University and Dhaka-Aricha highway. Under the Ordinance of 1984 the government issued a Notification (No. SRO-1051-L/84 MR(II)/PATC-8/83 part-I) on 18 April 1984, which was enacted on 28 April 1984 to begin its activities.

1.2 Core Values

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

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

Discipline

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

Integrity

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

Inclusiveness

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

Professionalism

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

Learning for Results

We impart training for results and take follow up actions to stay relevant. We value and maintain an enabling environment for continuous and collaboration with local and international organisations.

Innovation

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

Team Spirit

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

1.3 Functions of BPATC

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

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

1.4 Board of Governors of the Centre

1.4.1 According to Bangladesh Public Administration Training Centre Ordinance 1984, the responsibility of overall administering and providing guidelines to the Centre rests on the Board of Governors. As per Paragraph 5 (1) of the Ordinance, the formation of 13-member

Board of Governors headed by a member of the Cabinet is as follows:

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

1.4.2 A list of the members of the Board of Governors for the financial year 2013-2014 formed according to Paragraph 5(2) of BPATC ordinance is given below:

- (1) Mr. Abul Maal A. Muhith
Honourable Minister, Ministry of Finance
and
Chairman
Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (2) Mr. Muhammad Musharraf Hossain Bhuiyan
Cabinet Secretary, Cabinet Division
Government of the People's Republic of Bangladesh
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka

- (3) Khandker Md. Iftekhar Haider
Rector
Bangladesh Public Administration Training Centre, Savar, Dhaka
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (4) Dr. Kamal Abdul Naser Chowdhury
Senior Secretary
Ministry of Public Administration
Government of the People's Republic of Bangladesh
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (5) Mr. Mahbub Ahmed
Senior Secretary
Ministry of Finance
Government of the People's Republic of Bangladesh
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (6) Dr. Muhammed Sadique
Secretary
Ministry of Education
Government of the People's Republic of Bangladesh
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (7) Professor Dr. Farzana Islam
Vice Chancellor
Jahangirnagar University
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (8) Professor Dr. Harun-or-Rashid
Vice Chancellor
National University
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka

- (9) Major General Shajjadul Haque, AFWC, PSC
Commandant
Defence Services Command and Staff College
Mirpur Cantonment, Dhaka.
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (10) Kazi Akram Uddin Ahmed
President
The Federation of Bangladesh Chamber of Commerce & Industry
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka
- (11) Md. Mostafizur Rahman Khan
Chairman
Department of Public Administration
Rajshahi University, Rajshahi
and
Member, Board of Governors
Bangladesh Public Administration Training Centre, Savar, Dhaka



59th Meeting of the Board of Governors is in run by Mr. Abul Maal A. Muhith in the Chair. Dr. Kamal Abdul Naser Chowdhury, Senior Secretary, MoPA & Member of BOG is discussing on a certain issue.

- (12) Dr. KAS Murshid
 Research Director
 Bangladesh Institute of Development Studies (BIDS)
 Agargaon, Dhaka
 and
 Member, Board of Governors
 Bangladesh Public Administration Training Centre, Savar, Dhaka
- (13) Begum Sheepa Hafiza
 Director BRAC Gender Justice & Diversity and Advocacy
 BRAC Centre, Mohakhali, Dhaka
 and
 Member, Board of Governors
 Bangladesh Public Administration Training Centre, Savar, Dhaka

1.5 Organogram of the Centre

The Rector, the chief executive of the Centre with the guidance of the Board of Governors, runs the organization. The Rector is a Secretary to the Government or of equivalent rank. At present the overall activities of the Centre are divided into five Divisions viz. (i) Management and Public Administration (M&PA) (ii) Programme and Studies (P&S) (iii) Development and Economics (D&E) (iv) Research and Consultancy (R&C) and (v) Project. An organogram of the centre is shown at page no 21

Each of the Divisions is directed by a Member, Directing Staff. The Member, Directing Staff is a joint secretary to the Government or of equivalent rank. However, during the time, Additional Secretaries were also acting as Member Directing Staff in BPATC. Each of the Divisions is divided into several Departments and Departments into Branches. Each of the Branches is further divided into sections and units. A Director is the Head of a Department, a Deputy Director is the Head of a Branch and an Assistant Director is the head of a section. Directors of the Centre are Deputy Secretaries to the Government or of equivalent rank. During the time, some Joint Secretaries were acting as Director in BPATC. Besides, there are four Regional Public Administration Training Centres (RPATC) in four Divisional Headquarters (Dhaka, Chittagong, Rajshahi & Khulna). The RPATC's are controlled by the main Centre at Savar. A Regional Public Administration Training Centre is headed by a Deputy Director. There are two Assistant Directors to assist him. Among other officers a Junior Instructor, a Technical Supervisor and some other employees are appointed there. The main functions of RPATC's are to provide training to the class-II officers and class III & class IV employees of different organizations of the Government. In some cases these regional Centres provide training even to the class-I officers of Government and non-Government Organizations.

1.6 Personnel/Manpower of BPATC & RPATC

The number of officers and employees of the Centre is 650 under revenue budget. Among

those, 555 posts are permanent and 95 are temporary posts on retention basis under revenue budget. Among 95 temporary posts 83 posts are for BPATC and 12 other for RPATC's. It is necessary to mention that there are total 116 posts in four RPATC's each having 29 posts.

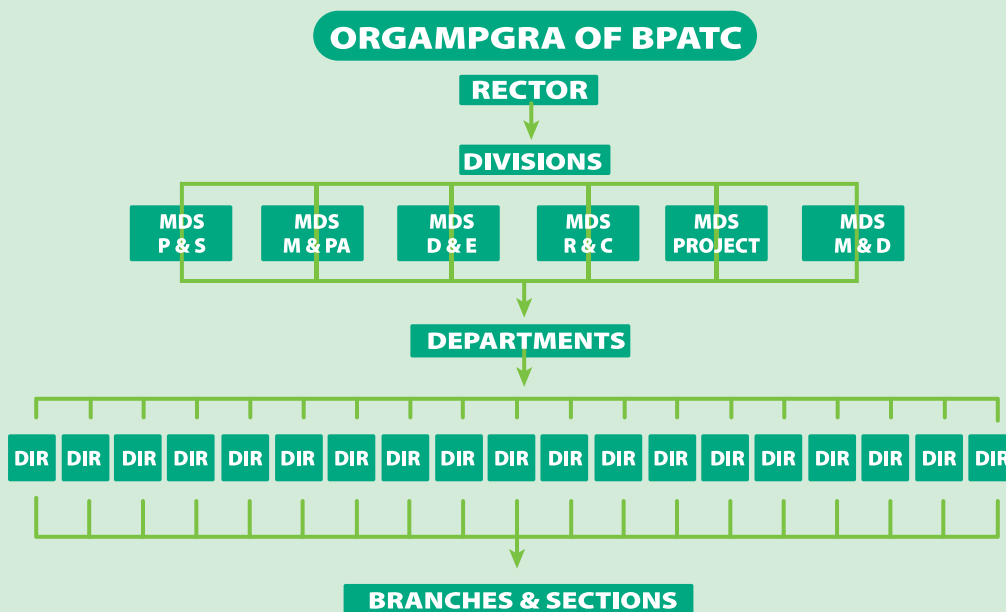
The existing staff position with the number of vacancies in financial year 2013-2014 is given in the table -1.1

Table: 1.1: Sanctioned manpower and vacant posts under Revenue Budget in FY 2013-2014

Level of workforce	No. of Sanctioned posts	Workforce as on 30 June 2014	Vacant posts as on 30 June 2014
Class -I	120	83	37
Class-II	24	20	04
Class-III	235	171	64
Class-IV	271	220	51
Total	650	494	156

Table: 1.2: The number of officers and staff who joined and left the Centre in the financial year 2013-2014

	Employees joining the centre	Employees leaving the centre
Class - I	x	-
Class -II	x	-
Class -III	x	07
Class -IV	x	04
Total	-	11





Honorable Prime Minister, Sheikh Hasina, MP is releasing fingerling to the pond of BPATC.

CHAPTER TWO



TRAINING ACTIVITIES and FACULTY DEVELOPMENT



Honorable Prime Minister, Sheikh Hasina, MP is addressing at the Closing Ceremony of 56th FTC.



Honorable Prime Minister, Sheikh Hasina, MP is awarding the Rector's Crest to the top scorer. Honourable Minister, Ministry of Finance Mr. A. M. A. Muhith and Senior Secretary, MoPA Dr. Kamal Abdul Naser Chowdhury are putting their hands together to encourage.





Honorable Minister, Ministry of Agriculture Begum Matia Chowdhury is addressing the participants.



Honorable State Minister, Ministry of Public Administration Begum Ismat Ara Sadique is addressing the participants.

Introduction

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



Mr. Muhammad Musharraf Hossain Bhuiyan, Cabinet Secretary is addressing in a session of FTC.

2.2 Categories of Training

BPATC arranges different training courses, seminars, workshops other than scheduled ones on request of different organisations. It also provides consultancy services to different organisations in conducting training courses, seminars and workshops. The courses conducted by BPATC can be categorized into 4, viz;

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

2.2.1 Core Courses

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

- A) Foundation Training Course (FTC)
- B) Advanced Course on Administration & Development (ACAD)
- C) Senior Staff Course (SSC)

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



Mr. Md. Abul Kalam Azad, Principal Secretary to the Honorable Prime Minister is addressing at an occasion.

2.2.2 Short Specialized Courses

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

2.2.3 Refresher Courses

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

2.2.4 Other Courses

The other courses are arranged on special request.



Dr. Kamal Abdul Naser Chowdhury Senior Secretary, MoPA is receiving a bouquet of flowers from one of the participants.

2.3 Training Activities

Training activities of the Centre and RPATCs in the Training Year 2013-2014, seminars/workshops and convention held in the same period have been compiled in Tables 2.1-2.6. Moreover, a comparative statement of training activities (1984-85 to 2013-2014) has been given below in Table 2.7 and 2.8. Training Activities of RPATCs during the financial year 2013-14 has been given in Table 2.9.

Table 2.1: Senior Staff Course (SSC)

Sl. No	Number of the Batches	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)
1.	66 th Senior Staff Course.	25.05.2014-08.07.2014	25	26	104%
2.	65 th Senior Staff Course.	23.03.2014-06.05.2014	25	29	116%
3.	64 th Senior Staff Course.	03.11.2013-17.12.2013	25	30	120%
4.	63 rd Senior Staff Course.	12.08.2013-25.09.2013	25	31	124%
		Total	100	116	116%

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

Sl. No	Number of the Batches	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)
1.	95 th Advanced Course on Administration & Development	15.04.2014-13.06.2014	25	30	120%
2.	94 th Advanced Course on Administration & Development	09.03.2014-07.05.2014	25	30	120%
3.	93 rd Advanced Course on Administration & Development	12.01.2014-12.03.2014	25	31	124%
4.	92 nd Advanced Course on Administration & Development	24.11.2013-22.01.2014	25	30	120%
5.	91 st Advanced Course on Administration & Development	12.08.2013-10.10.2013	25	30	120%
Total			125	151	120.8%

Table 2.3: Foundation Training Course (FTC)

Sl. No	Name of the Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)
1.	56 th Foundation Training Course	13.04.2014-10.08.2014	200	263	131%
2.	55 th Foundation Training Course	03.11.2013-02.03.2014	200	250	125%
3.	54 th Foundation Training Course	02.07.2013-29.10.2013	200	260	130%
Total			600	773	128.83%

Table 2.4: Special Courses held in the Training Year 2013-2014

Sl. No.	Name of the Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)
1.	7 th Special Foundation Training Course for 40+ Aged Officers	14.01.2014-27.02.2014	30	28	93.33%
2.	1 st Special Foundation Training Course for BTRC Officials	16.03.2014-14.05.2014	25	25	100%
3.	8 th Special Foundation Training Course for Election Commission Officials	18.05.2014-16.07.2014	25	32	128%
Total			80	85	106.25%

Table 2.5: Short Courses held in the Training Year 2013-2014

Sl. No.	Name of the Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)
1.	31 st Financial Management Course	04.05.2014-18.05.2014	25	13	52%
2.	13 th Modern Office Management Course	30.03.2014-13.04.2014	25	21	84%
3.	16 th Project Management Course	11.03.2014-25.03.2014	25	17	68%
4.	11 th Course on Conflict Management and Negotiation Techniques	24.11.2013-28.11.2013	25	14	56%
5.	12 th Modern Office Management Course	27.10.2013-10.11.2013	25	27	108%
6.	15 th Project Management Course	01.09.2013-15.09.2013	25	16	64%
7.	34 th Training of Trainers Course	18.08.2013-01.09.2013	25	26	104%
Total			175	134	76.57%

Table 2.6: Courses of Enhancing Capacity of Public Services Training Through TQM in Bangladesh

SI. No.	Name of the Course	Duration	Targeted Number of Participants	Actual Number of Participants	Achievement in Percentage (%)	Achieved Man-Month
1.	11 th Course on Improving Public Services Through TQM	21.07.2013-25.07.2013	25	25	100%	
Total			25	25	100%	



Honorable Rector of the Centre Mr. A.K.M. Abdul Awal Mazumder is addressing at the Rector's Tea Programme.

Table 2.7: Comparative Statement of Training Activities (1984-85 to 2012-2013)

Year	No. of Course	Targeted no. of Participant	Actual no. of Participant	Achievement in percentage (%)
1984 -85	18	749	711	94.93
1985 -86	18	859	724	84.24
1986 -87	23	1097	1007	91.80
1987 -88	31	1602	1388	86.64
1988 -89	15	1201	1027	85.51
1989 -90	21	1296	1182	91.20
1990 -91	30	1400	1142	81.57
1991 -92	27	1498	1228	81.98
1992 -93	25	970	751	77.42
1993 -94	24	1297	867	66.85
1994 -95	22	915	743	81.20
1995 -96	25	1057	847	80.13
1996 -97	24	1025	933	91.02
1997 -98	26	1225	1010	82.44
1998 -99	18	800	731	91.37
1999 -2000	22	1045	920	88.03
2000 -2001	22	870	848	97.47
2001 -2002	25	1048	994	94.84
2002 -2003	21	1070	1007	94.11
2003 -2004	18	1120	1099	98.12
2004 -2005	17	1065	999	93.80
2005 -2006	24	1078	1144	106.12
2006 -2007	24	1300	1218	93.78
2007 -2008	25	1120	1129	100.80
2008 -2009	24	1319	2169	164.44
2009 -2010	51	1799	1602	89.05
2010 -2011	44	1953	1798	92.06
2011 -2012	31	1525	1485	97.38
2012 -2013	26	1380	1415	102.53%
2013 -2014	23	1105	1284	116.19%
Total	741	35788	33402	93.33%

Table 2.8: Seminars/Workshops/Conference information (1984-85 to 2012-2013)

Year	Target of Seminar/ Workshop	Seminar/ Workshop held	Targeted no. of Participant	Actual no. of Participant
1984-85	4	3	120	110
1985-86	4	4	160	302
1986-87	7	7	280	310
1987-88	7	7	280	273
1988-89	1	1	40	15
1989-90	2	2	80	67
1990-91	2	2	80	80
1991-92	4	4	160	143
1992-93	7	5	200	282
1993-94	14	12	480	791
1994-95	3	3	120	195
1995-96	7	7	280	248
1996-97	5	5	200	212
1997-98	4	4	160	160
1998-99	8	8	320	855
1999-2000	8	8	320	428
2000-2001	8	5	320	222
2001-2002	8	5	200	200
2002-2003	11	10	299	492
2003-2004	3	3	120	106
2004-2005	3	3	120	88
2005-2006	5	5	351	370
2006-2007	10	10	398	440
2007-2008	15	15	620	622
2008-2009	24	21	1118	1019
2009-2010	18	22	1003	970
2010-2011	14	14	543	525
2011-2012	12	12	737	691
2012-2013	-	-	-	-
2013-2014	-	-	-	-
Total	218	207	9109	10,216

Sl. No.	Name of the Programme	Number of Programme		Target Number of Participants	Number of Participants attended				Total
		Targeted	Conducted		Dhaka	Chittagong	Rajshahi	Khulna	
	2	3	4	5	6	7	8	9	10
1.	Workshop on Right to Information (RTI), for Class - I Officers and the equivalents	1×4=4	4	30×4=120	39	37	39	40	155
2.	Workshop on Women and Child Rights, for Class -I Officers and the equivalents	1×4=4	4	30×4=120	27	23	29	52	131
3.	Seminar on Medium Term Budget Framework (MTBF), for Class -I & II Officers	1×4=4	4	30×4=120	38	35	41	38	152
4.	Workshop on PPA, 2006 and PPR, 2008, for Class -I & II Officers and the equivalents	1×4=4	4	30×4=120	37	81	39	41	198
5.	Modern Office Management Course, for Class -I & II Officers and the equivalents	2×4=8	8	30×8=240	35+34=69	41+20=61	28+23=51	18+17=35	216
6.	Financial Management Course, for Class -I & II Officers	2×4=8	7	30×8=240	21+27=48	20+28=48	16+25=41	22	159
7.	Conduct and Discipline Course, for Class -I & II Officers	2×4=8	7	30×8=240	28+32=60	45+25=70	23+15=38	18	186
8.	ICT and e-Governance Management Course, for Class -I & II Officers and the equivalents	2×4=8	6	25×8=200	-	52+32=84	30+45=75	15+16=31	190

Sl. No.	Name of the Programme	Number of Programme	Targeted Number of Participants	Number of Participants attended				Total
9.	Communicative English Course, for Class - I Officers and the equivalents	1×4=4	30×4=120	33	24	20	17	94
10.	Basic Office Management Course, for Class - III Employees	4×4=16	30×16 =480	51+45+47+47=190	35+46+37+27=145	37+20+48+40=145	51+43+37+25=156	636
11.	Computer Application and English Language Course , for Class - III Employees	3×4=12	25×12 =300	54+54+52=160	36+52+54=142	24+38+30=92	44+43+47=134	528
12.	Basic Conduct and Discipline Course, for Class - III Employees	2×4=8	30×8=240	38+51=89	44+42=86	32+35=67	61+25=86	328
13.	Basic Financial Management Course, for Class - III Employees	2×4=8	25×8=200	48+27=75	76+20=96	40+18=58	60+30=90	319
14.	Staff Development Course, for Class - IV Employees	2×4=8	30×8 =240	45	16+39=55	19+29=48	31+28=59	207
15.	Computer Literacy Course, for SSC Passed Class -IV Employees	2×4=8	25×8=200	56+44+46=146	54+39=93	37+21=58	48+36=84	381
16.	Grand Total (in four RPATCs)	112	3180	1056	1080	841	903	3880

Target =3180
Achievement =3880
Percent of Achievement =122%

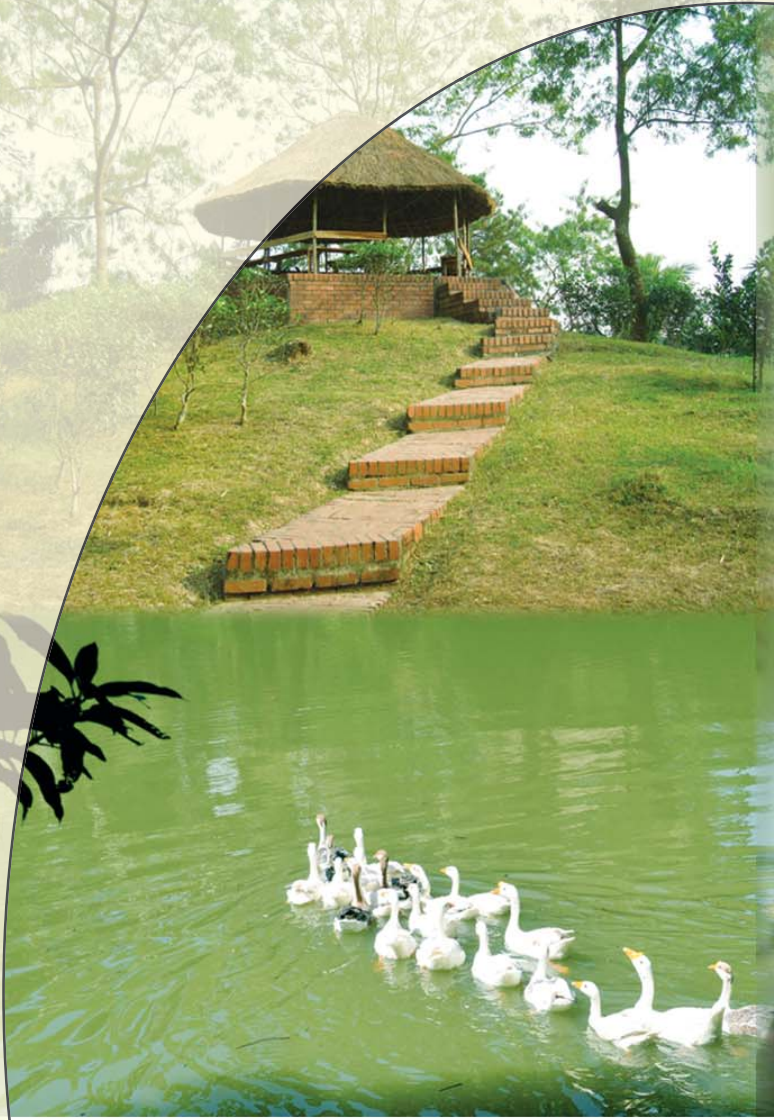


A few pictures of different occasions held at BPATC

CHAPTER THREE



TRAINING EVALUATION



A partial view of BPA7C

Introduction

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

3.2 Course Evaluation System

3.2.1 Core courses usually range from 45-120 days and are linked to career development focusing on the development of conceptual issues and practical knowledge. On the other hand, short courses range from 1-4 weeks and are focused on development of skills on specific fields of special clientele groups. In the Foundation Training Course mid-term and course-end evaluations are done while in the other two core courses only course-end evaluation is conducted. Besides, written evaluation, open-ended oral evaluation is also carried out in all the courses.

3.2.2 Foundation Training Course (FTC) is the basic training course on administration and development. As per Bangladesh Civil Service Recruitment Rules, 1981, Foundation Training Course is compulsory for all new entrants to the Bangladesh Civil Service. The participants are evaluated on 1200 marks in total. Marks distribution of the course is shown in the following table:

Table 3.1: Marks Distribution of Foundation Training Course

Sl. No.	Subject of Evaluation	Allotted Marks
1.	Village Study	50
2.	BARD/RDA/BRDTI Evaluation	50
3.	Exploring Bangladesh	100
4.	Groups and other reports (Modules)	250
5.	Written Examination (Modules)	500
6.	Comprehensive Examination	100
7.	Book review & Presentation	50
8.	Evaluation by the Course Management	50
	Total	1200

3.2.3 The Advanced Course on Administration and Development (ACAD) is designed for the mid-level officers of the rank of Deputy Secretary to the government and their equivalents nominated from different public enterprises, defense services and sector corporations. The participants are evaluated out of 1000 marks. The Senior Staff Course (SSC) is designed and organized for the senior officers of the rank of Joint Secretaries to the government and their equivalents drawn from public enterprises, defense services and sector corporations. Participants are evaluated out of 1000 marks.

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

Table 3.2: Grading System

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

3.3 Courses Evaluated in the Training Year of 2013-2014

For core courses, a total of 111 participants of SSC, 121 participants of ACAD and 510 participants of FTC successfully completed the training programme in the training year 2013-2014. On the other hand, BPATC also conducted various types of short courses and special courses. A total of 231 participants in this training year attended the various special courses. Table 3.3 shows details of the Core, Short & Special Courses evaluated in the training year of 2013-2014.

Table 3.3: Core, Short & Special Courses Evaluated in the Training Year of 2013-2014

Name of the Evaluated Course	Number of Participants Attended	Number of Participants Passed	Grade
Core Courses			
Senior Staff Course (SSC)			
1. 62 nd SSC	23	21	A ⁺ = 21 Released = 02
2. 63 rd SSC	31	31	AA = 02 A ⁺ = 29
3. 64 th SSC (Result not yet published)	30	30	--
4. 65 th SSC (Result not yet published)	29	29	--
5. 66 th SSC (on- going)	26	--	--
Advanced Course on Administration and Development (ACAD)			
1. 91 st ACAD	30	30	A ⁺ = 30
2. 92 nd ACAD	30	30	A ⁺ = 30
3. 93 rd ACAD (Result not yet published)	31	31	--
4. 94 th ACAD (Result not yet published)	30	30	--
5. 95 th ACAD (Result not yet published)	30	30	--
Foundation Training Course (FTC)			
1. 54 th FTC	267	263	A ⁺ = 165 A = 98 Released = 04
2. 55 th FTC	250	247	A ⁺ = 89 A = 157 B = 01 Released = 03

Name of the Evaluated Course	Number of Participants Attended	Number of Participants Passed	Grade
Short Courses			
1. 6 th PPMC	15	14 (1 Released)	
2. 16 th Project Management Course	17	17	
3. 34 th Trainers of Training Course	26	26	
4. 31 st Financial Management Course	13	13	
5. 13 th Modern Office Management Course	21	21	
6. 11 th Course on Conflict Management and Negotiation Techniques	14	14	
7. 8 th Gender and Development Course	16	16	
8. 11 th Total Quality Management Course	25	25	
Special Courses			
1. 1 st SFTC for BTRC officials	25	25	A+ =24 A = 01
2. 7 th SFTC for 40+Aged officials	28	28	
3. 8 th SFTC for Election Commission (on-going)	32	32	

3.4 Merit Positions of the FTC in the Training Year of 2013-2014

Foundation Training Course is the flagship training programme of the Centre. The top 30 participants in the merit list of each course get an opportunity to participate in a 10 days overseas training programme. Names of the top 30 merit positions of the two FTCs evaluated in the training year of 2013-2014 are given in the Tables 3.4 – 3.5.



Honorable Minister, Ministry of Cultural Affairs Mr. Asaduzzaman Noor is gracing a Certificate Awarding Ceremony.

Table 3.4: Merit Position of the 54th Foundation Training Course

Name	Designation	Position
Md. Mahmudul Hoque	Assistant Commissioner	1 st
Md. Sojib Khan	Assistant Police Commissioner	2 nd
Dr. Shamim Rahman	Assistant Commissioner	3 rd
Mohammad Masum	Assistant Commissioner	4 th
Mia Mohammad Keyamuddin	Assistant Secretary	5 th
Sufia Akter	Assistant Commissioner	6 th
Mohammad Sohel Rana	Assistant Police Commissioner	7 th
Syed Shah Saad Andalib	Assistant Secretary	8 th
Md. Raihan Kabir	Assistant Chief	9 th
Zuton Chanda	Assistant Commissioner	10 th
Fazle Lohani Babu	Assistant Secretary	11 th
Md. Firoz Hasan	Assistant Commissioner	12 th
Md. Roish Uddin	Assistant Police Commissioner	13 th
Lobna Farzana	Assistant Commissioner	14 th
Towheed Elahi	Assistant Commissioner	15 th
Md. Rakibul Hasan	Assistant Chief	16 th
Kaniz Fatima	Assistant Commissioner	17 th
Md. Manuar Mukarram	Assistant Secretary	18 th
Nayeem Rubaiyet	Assistant Secretary	19 th
Shimul Kumar Saha	Assistant Commissioner	20 th
Shihab Uddin Ahmad	Assistant Commissioner	21 st
Bithi Debnath	Assistant Commissioner	22 nd
Md. Mahmudul Islam	Assistant Secretary	23 rd
Provangshu Shome Mohan	Assistant Commissioner	24 th
Mohammad Nazmul Ahsan	Assistant Commissioner	25 th
Muhammed Bashir	Assistant Secretary	26 th
Irin Sultana	Agriculture Extension Officer	27 th
Mohammad Moinul Hoque Mozumder	Assistant Commissioner of Taxes	28 th
Abu Hanif Mohammad Abdul Ahad	Assistant Commissioner (Cus. & Ex.)	29 th
Nur Mohammad Hossaini	Assistant Director	30 th

Table 3.5: Merit Position of the 55th Foundation Training Course

Name	Designation	Position
Md. Tariq Hassan	Assistant Commissioner (Cus. & Ex.)	1
Md. Saimur Rashid Khan	Assistant Chief	2
Rabeya Sultana	Assistant Finance Controller	3
Nilufa Yesmin	Assistant Commissioner	4
Md. Hafijul Islam	Assistant Commissioner (Cus. & Ex.)	5
Hasan Saadi	Assistant Commissioner	6
Tanmoy Majumder	Assistant Secretary	6
Md. Homayun Kabir	Assistant Commissioner	7
Mohibbur Rahman Bhuiyan	Assistant Commissioner (Cus. & Ex.)	8
Md. Shahrar Alam	Assistant Engineer	9
Muhammad Saiful Islam	Assistant Commissioner	10
Faisal Zahur	Assistant Chief	11
Farheen Rukhsana	Assistant Engineer	12
Tasmiah Tahlil	Assistant Police Commissioner	13
Johora Tara Begum	Assistant Chief Account Officer	14
Pranati Biswas	Assistant Commissioner	14
Sadia Islam	Assistant Chief	15
Md. Monirul Islam	Assistant Police Commissioner	16
Md. Sohel Maruf	Assistant Commissioner	17
Mohammad Bariul Karim Khan	Assistant Commissioner	18
Md. Anwar Parves	Assistant Commissioner	19
Samir Biswas	Assistant Commissioner	20
Mahmuda Afroz Lucky	Assistant Police Commissioner	21
Md. Mamun Kaysar	Assistant Engineer	22
Muhammad Raihanul Harun	Assistant Commissioner	23
Hosne Ara Begum	Assistant Commissioner	24
Md. Nabinauaze	Assistant Commissioner	25
Sarkar Ashim Kumar	Assistant Commissioner	26
Md. Shahinur Kabir Pavel	Assistant Commissioner (Cus. & Ex.)	27
Abdur Rahim	Assistant Engineer	28
Elora Parvin	Assistant Commissioner of Taxes	29
A.S.M. Sayem	Assistant Secretary	30



Mr. Akbar Ali Khan, Former Cabinet Secretary & Dr. Gowher Rizvi, Advisor to the Honorable Prime Minister for International Affairs are addressing the Participants as Guest Speakers while Honorable Chief Election Commissioner Mr. Kazi Rakibuddin Ahmad is addressing at an Inaugural Ceremony of SFTC for BTRC Officers.



Eminent writer Syed Shamsul Hoque, Professor Syed Anwar Hossain & Professor Emiratus Dr. Ainun Nishat are addressing the participants.

CHAPTER FOUR



RESEARCH, PUBLICATION AND ICT



Participants of the Senior Staff Course are with Rector in a photo session.



MDS of BPATC Ms. Kanka Jamil is addressing in a seminar organized by the SBPATC Project.

Introduction

The Research and Consultancy Division of the Centre has three departments – Research and Development, the Library and Training Aid, and the Computer Centre. The activities of the Library and Training Aid are described in Chapter V. This chapter describes the research, publication and information and communication technology (ICT) activities of the Centre.

4.2 Research Activities

4.2.1 The Research Section coordinates the research activities undertaken and funded by the revenue budget of the Centre. The coordination activities incorporate from inviting research proposals to submission of the final reports. The research activities are guided by the Research Policy of the Centre. According to the policy, a Research Committee oversees the overall management of the research activities of the Centre. Headed by the Vice-Chancellor of Jahangirnagar University, the Committee has all the Members, Directing Staff of BPATC as internal members and two experts nominated by the Board of Governors as external members. The Research Committee sat once during the training year 2013-2014. The 47th meeting was held on 5 May 2014.

4.2.2 The 47th meeting approved the research report titled “Determinants of a Successful Rural Industrial Cluster: the Case of the Sweater Industry in Gaibandha District, Bangladesh”. The meeting also discussed progress of the approval of three research proposals which were submitted for the financial year 2011-2012. These three proposals were (i) Human Resource management: A Need of Digitalization (e) of Bangladesh; (ii) Effect of proactive Disclosure on Information (Citizen Charter) on the service seeking Behaviour of prospective Customers of the Government offices: A Study on An Upazila office; and (iii) Organizational Performance Assessment: A Study on the BPATC. The Committee requested the researchers to resubmit the proposals before the Rector for final approval.

4.2.3. The meeting also discussed the progress of the Research projects approved under SBPATC project of the Centre. The Committee requested the concerned researchers of the ongoing research project titled. “Evaluation of IAP, PIP and SPIP Undertaken and Implemented by BCS Officials under MATT-2 Development Programme.” to complete within stipulated time frame (30th June 2014). This research works was suggested by the ministry of Public Administration (MOPA) to be undertaken under the SBPATC Project fund.

4.2.4 The Committee also discussed new proposals for financial year 2013-2014, that were invited by Research Section of BPATC. Two Research proposals were submitted by the faculty members: (i) Utilization of Remittance to Bangladesh by the Expatriate workers. (ii) Root causes of Low-Turn-out in the short Training Courses offered by BPATC: A Study on selected short courses. The meeting primarily selected these two proposals and recommended for final approval by Rector. Subsequently the proposed proposals were approved by the Rector.

4.2.5 In order to ensure efficiency, transparency, accountability and also to encourage quality research as part of the Strategic Action Plan of the Centre, the research policy was updated by incorporating faculty members' opinion. The updated Research Policy was placed before the 47th Research Committee Meeting. The Research Committee approved the updated Research policy of BPATC with some minor corrections.

4.2.6 BPATC has prepared a strategic Action Plan with seven goals. One of the objectives of the Goal-5 of 5 strategic Action Plan is to establish a Social Research Laboratory for the Centre. The Research Committee meeting also discussed the concept note on Establishing Social Research Laboratory. The meeting approved the concept paper of Establishing Social Research Laboratory and selected Singair Upazila, Mankiganj District of Dhaka Division as Social Lab for the pilot basis. Furthermore, six upazilas of six districts of six divisions will be covered phase by phase.

4.3 Faculty Seminar

The Research Section also conducts faculty seminar to disseminate and share knowledge, ideas and views, generated from the research findings, amongst the members of the Faculty of the Centre. The objective of this type of faculty seminar is to enhance intellectual capacity and analytical ability of the faculty members. Faculty members attending the seminars put forward their suggestions for further improvement of the research reports.

4.4 Compilation of Annual Report

In addition to the research activities, the Research Section is responsible for compilation of the Annual Report of the Centre. The section collects information from various departments and sections of BPATC. After getting all information, the concerned officer of the section analyses the information and prepare a draft manuscript. There is an Editorial

Board for the annual report that edits the content of the report. The Research Section compiled and published the Annual Report of the Centre for the training year 2012-2013. The Research Section has distributed around 500 copies of the annual report to the members of the BOG, ministries, field level offices, heads of different government, semi-government institutions, autonomous bodies, national and international institutions etc.

4.5 Other Activities

The Research Section also coordinates the Field Study Programme of the Foundation Training Course (FTC). The main objective of this programme is to familiarize the participants with different techniques of data collection, data analysis and writing a scientific report.

The participants of Foundation Training Course of (FTC) are sent to the districts and upazilas of the country to collect data on the selected topic from the people as well as government offices for analyzing and writing a report on it.

4.6 Publication Activities

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

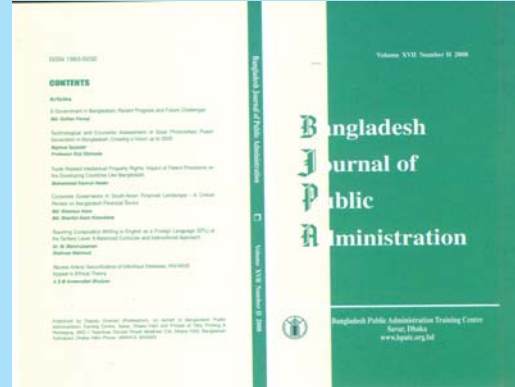
- a. Preparation of publication programme of the Centre.
- b. Publication of BPATC English and Bengali journals.
- c. Publication of Training Calendar, Annual Reports etc.
- d. Printing of all books, forms, cards etc. required by the Centre.
- e. Supervision of all printing works on behalf of the Centre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

4.6.2 Publication Policy

4.6.2.1 Objectives

Publication Policy of the Centre has the following objectives:

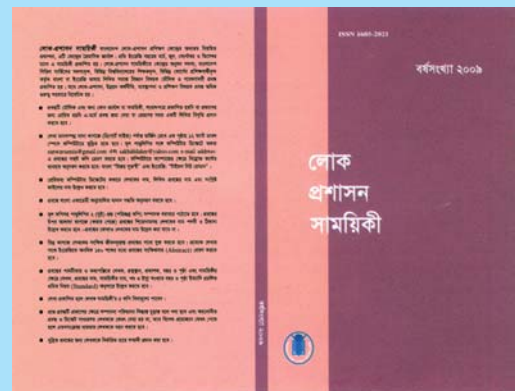
- a. To select quality and impartial scripts for publication;
- b. To develop quality of publication;
- c. To motivate member of faculty for writing articles and books;
- d. To ensure proper utilisation of allocated funds for publication;
- e. To suggest/procure related reference books to support the training programmes of the Centre;



4.6.2.2 Classification of Publications

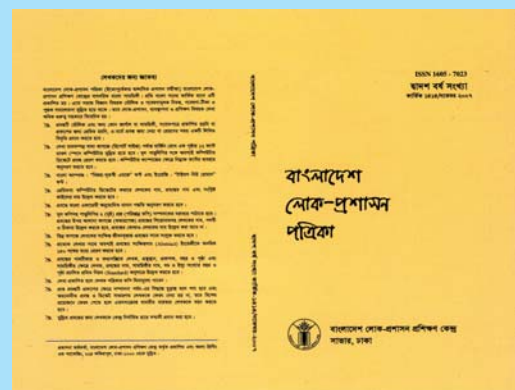
According to the Publication Policy, publications of the Centre are of two types:

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



4.6.2.3 Publication Committee

Publication Committee of the Centre ensures proper utilisation of the allocated fund for publication. This committee determines whether books, seminar papers and reports are appropriate for publication. It also considers the research reports recommended by the Research Committee of the Centre for publication. The Publication Committee



consists of the following members:

Rector	Chairperson
MDS (All)	Member
One External Member (One Professor from the Dept. of Public Administration or Political Science of Jahangirnagar University)	Member
Director (R&D)	Member-Secretary



4.6.2.4 List of Publications for the year 2013-2014

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

S.L.	Name of Publications	Number of Publication	Number of Copies of each Publication	Total Number of Copies Published during the year
a.	BPATC Training Calendar 2013-2014	01	700	700
b.	Bangladesh Lok-Proshashon Potrika 13 th Year Issue	01	400	400
c.	Lok-Proshashon Samoeeky, issue 56	01	400	400
d.	Strategic Plan (2013-2021)	01	500	500
e.	Strategic Action Plan	01	500	500
f.	Training Evaluation Policy	01	300	300
g.	BPATC Barta, 18 th Year, Issue 01	01	900	900
h.	BPATC NewsLetter, Issue 01	01	900	900
i.	BPATC at a Glance	01	1,200	1,200
j.	Annual Report 2012-2013	01	600	600

4.6.2.5 Revenue from Sale of Publications

In order for a wide circulation of Centre's publications, different reports and books were sent to different Districts and Upazillas of the country. Money receipts on account of these publications are forwarded to Finance division of the centre.

4.6.2.6 Modernisation

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

4.7 Activities of Computer Centre

4.7.1 Computer Centre is one of the most important units of Research & Consultancy (R&C) division. It looks after the ICT & e-Governance activities and imparts training on these issues. The Centre also acts as the implementing body of Digital BPATC. It is headed by a Systems Analyst who is equivalent to the Deputy Secretary of the Government. MDS (R&C) who is equivalent to a Joint Secretary to the Government (During the year some of the Additional Secretaries also acting as MDS in BPATC), oversees the functions of the Computer Centre.

4.7.2 At present there are three Computer Labs in BPATC. Among those 2 (two) Computer Labs are situated in the faculty building-2 wherein 64 (Sixty four) trainees can use Computer at a time. ICT module has been included in all the core courses and selected short courses of the centre where primary knowledge of ICT along with theoretical and practical sessions on MS Word, MS Excel, MS Power Point, MS Access, E-Mail, Internet, Networking, Troubleshooting, Unicode, Innovation and e-Governance are imparted.

4.7.3 In the core courses, there are 26 sessions for each Foundation Training Course (FTC), 19 sessions for each Advanced Course on Administration and Development (ACAD) and 15 sessions for each Senior Staff Course (SSC) and 15 sessions for each Special Foundation Training Course for Election Commission Officials (SFTC) and 07 Sessions for 1st Special Foundation Training Course (SFTC) for Bangladesh Telecommunication Reform Commissions (BTRC) on IT. In the short courses, there are 12 sessions for Special Foundation Training Course (SFTC) for 40+Aged Officers, 12 hours for each Policy, Planning & Management Course (PPMC), 11 sessions for each Efficiency Enhancement Course (EEC), 08 sessions for each Financial Management Course (FMC), 10 sessions for each Modern Office Management Course (MOMC), 04 sessions for each Project Management Course (PMC), 07 sessions for each Training of Trainers Course (TOT) on IT. Participants of all other courses are also given computer training.

4.7.4 The Centre also has another Computer Lab in International Training Complex (ITC) which consists of 22 (Twenty-Two) computers with 1 Laser Printer, 1 Scanner and 1 Plotter. In addition to that, the Centre has extended some services: such as Digital Display Board at the reception of the Centre.

4.7.5 There are 582 computers including 365 Laptops in the Centre, which are being used in the 3 Computer Labs and different sections and by the participants of different courses. The Computer Centre is kept open for 14 hours in a day. The participants and faculty members can also visit the Computer centre for their routine computing task. Besides this, the centre also remains open on weekly holidays depending on the requirement and the urgency of the participants.

4.7.6 In addition to these, there are more than 186 computers in four Regional Public Administration Training Centre (RPATC). Each RPATC runs Computer Application Courses for different level of participants.

4.7.7 BPATC introduced 28 days e-Governance Management Course in Collaboration with Australian National University (ANU). The overall aim of the Course is to develop competency in Information & Communication Technology (ICT) Management and e-Government in a Public Sector environment in Bangladesh. That course consists of 32



Mr. Nazrul Islam Khan, Secretary, Ministry of Education is addressing the participants in a session.

sessions of essential ICT skill Database Management, Networking, Troubleshooting and 48 hours advanced level e-Government management topics. The group of participants from BPATC and other organization have already completed the course and awarded with certificates from ANU.

4.7.8 During 2013-2014 the centre arranged 5 (Five) short Courses on Computer Basics and Troubleshooting under Digitization of BPATC (DBPATC) project for BPATC officials. Training sessions of these courses included primary knowledge on computer as well as troubleshooting. Under DBPATC project Wi-Fi network installed to Office and Dormitory Area. So all the officers and participants are getting internet connection through Wi-Fi network.

4.7.9 Currently the Centre, in collaboration with a2i Programme has set up an e-Learning Platform. A number of online activities e.g. distribution of course materials, submission of assignment by participants, circulating notice, online discussion will be covered under this umbrella. The formal operation of this platform started from the forthcoming 92nd Advanced Course on Administration and Development (ACAD) which is meant for the mid level government officers.



Principal Secretary to the Honorable Prime Minister Mr. Md. Abul Kalam Azad is receiving a bouquet of flowers from one of the participants