ANNUAL REPORT 2023-2024

Bangladesh Public Administration Training Centre
Savar, Dhaka

ANNUAL REPORT 2023-2024

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BPATC

Entrance of BPATC

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

ACRONYMS AND ABBREVIATIONS

ACAD	Advanced Course on Administration and Development
ACC	Anti- Corruption Commission
ACR	Annual Confidential Report
AIT	Asian Institute of Technology
APA	Annual Performance Agreement
ASCI	Administrative Staff College of India
AVR	Audio Visual and Reproduction
BARD	Bangladesh Academy for Rural Development
BASC	Bangladesh Administrative Staff College
BB	Bangladesh Bank
BCS	Bangladesh Civil Service
BDT	Bangladeshi Taka
BIAM	Bangladesh Institute of Administration and Management
BIGM	Bangladesh Institute of Governance and Management
BJPA	Bangladesh Journal of Public Administration
BLPP	Bangladesh Lok Proshashon Potrika
BOD	Board of Directors
BOG	Board of Governors
BPATC	Bangladesh Public Administration Training Centre
BRC	BPATC Research Committee
CAD	Civil Aviation Department
CC	Computer Centre
CDC	Curriculum Development Committee
CEM	Computer Equipment Management System
CMT	Course Management Team
COTA	Civil Officers' Training Academy
CTMS	Computerised Training Management System
CWE	Comprehensive Written Examination
DCID	Duke Centre of International Development
D&E	Development & Economics
DIFE	Department of Inspection for Factories and Establishments
DO	Demi Official
DOICT	Department of Information and Communication Technology
DPC	Departmental Promotion Committee
DPP	Development Project Proposal
DRJ	Development Project Japan
EED	Education Engineering Department
EPI	Expanded Program on Immunization
ERD	Economic Relations Division
ERP	Enterprise Resource Planning
FBCCI	Federation of Bangladesh Chambers of Commerce and Industries
FTC	Foundation Training Course
FY	Fiscal Year
G2G	Government to Government
GOB	Government of Bangladesh
GPA	Grade Points Average
GPS	Global Positioning System
GRS	Grievance Redress System

ACRONYMS AND ABBREVIATIONS

HKU	University of Hong Kong
HSC	Higher Secondary Certificate
ICT	Information and Communication Technology
IIPA	Indian Institute of Public Administration
JICA	Japan International Cooperation Agency
JSC	Junior School Certificate
LDC	Least Developed Country
LGED	Local Government Engineering Department
LTA	Library and Training Aid
MDS	Member Directing Staff
M&D	Management & Development
MLSS	Member of Lower Subordinate Staff
MOPA	Ministry of Public Administration
MOU	Memorandum of Understanding
MPO	Monthly Pay Order
M&PA	Management & Public Administration
NASC	Nepal Administrative Staff College
NATA	National Agriculture Training Academy
NGOs	Non-Government Organisations
NID	National Immunization Day
NIPA	National Institute of Public Administration
NIS	National Integrity Strategy
P&D	Project & Development
PEC	Primary Examination Certificate
PMO	Prime Minister's Office
PPMC	Policy Planning and Management Course
PPR	Planning, Programming and Recording
P&S	Programme & Studies
PWD	Public Works Department
R&C	Research & Consultancy
R&D	Research & Development
RDA	Rural Development Academy
RHD	Roads and Highways Department
RPATC	Regional Public Administration Training Centre
RTI	Right to Information
SA	Social Accountability
SDGs	Sustainable Development Goals
SFTC	Special Foundation Training Course
SLIDA	Sri Lanka Institute of Development Administration
SPACE	School of Professional and Continuing Education
SSC	Senior Staff Course
STI	Staff Training Institute
STRC	Staff Training & Regional Centre
TC	Training Calendar
TMS	Transport Management System
TNA	Training Need Assessment
TOT	Training of Trainers
USA	United States of America

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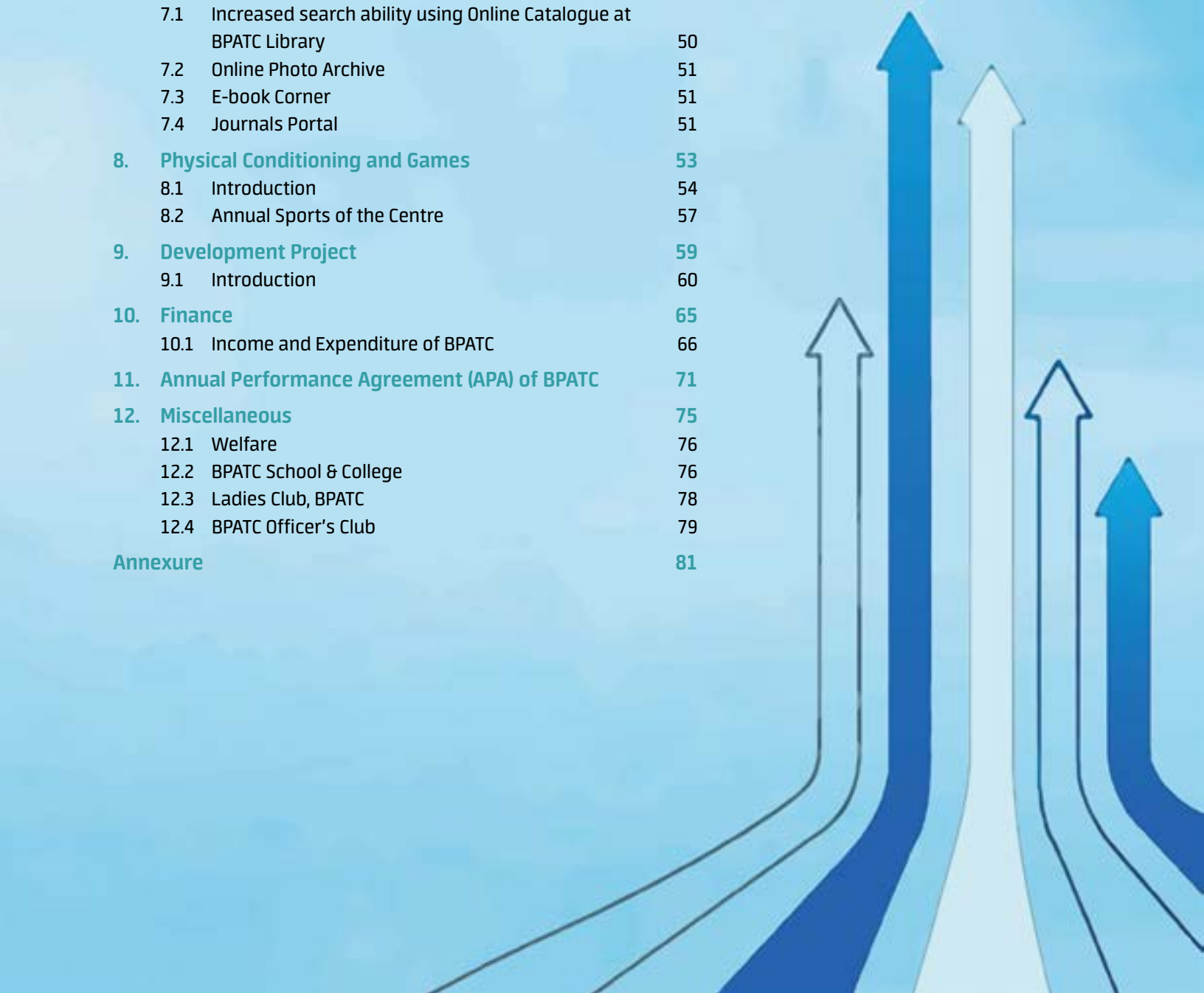


VISION, MISSION AND CORE VALUES

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

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

VISION

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

MISSION

We are committed to achieving the shared vision through:

⇒ Developing competent and professional human resources by imparting quality training and development programmes;

⇒ Conducting research, publishing books and journals and extending consulting services for continuous improvement of public service delivery system;

⇒ Establishing effective partnership with reputed institutions of home and abroad for developing organizational capacity; and

⇒ Promoting a culture of continuous learning to foster a knowledge-based civil service.

CORE VALUES

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

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

Discipline

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

Integrity

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

Inclusiveness

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

Professionalism

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

Learning for Results

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

Innovation

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

Team Spirit

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

Message from the RECTOR

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

It is my distinct pleasure to compose a few words for the release of Annual Report for the Financial Year 2023-24 of Bangladesh Public Administration Training Centre. This report encapsulates not just our financial performance, but more importantly, the vibrant and impactful training activities that have defined our year. From the founding year of the organization in 1984, the Center has been releasing this publication annually.

As we look back on the past year, I am filled with pride and gratitude for the remarkable progress we have made. Our institute's journey through this fiscal year has been marked by resilience, innovation, and a steadfast commitment to our mission of delivering high-quality training and professional development.

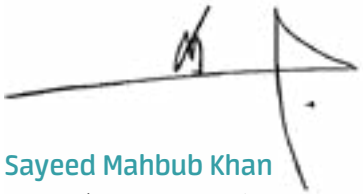
Over the past year, we expanded our portfolio with new and improved training programs that cater to the latest industry trends and skills. Our curriculum has evolved to include advanced topics and emerging fields, ensuring that our offerings remain at the cutting edge of professional education.

Overcoming the challenges of the COVID-19 pandemic completely, BPATC has returned to encompass in-person classes fully in FY 2023–24 and organized two FTCs for 956 people, seven ACADs for 263 people, five SSCs for 158 people, a PPMC for 15 individuals, ten SFTCs for 322, twenty short courses for 1381 persons, a TOT on Pedagogy for 32 participants, and 16 seminars and workshops for 688 participants for cadre officials from different Cader services, non-Cadre officials from various government departments, and its own faculty members and staff. Furthermore, the Center provided funding for five research projects focusing on training, public administration, and development economics.

None of these achievements would have been possible without the dedication and hard work of our exceptional team, the unwavering support of our partners, and the enthusiasm of our learners. I extend my deepest thanks to them for their contributions and commitment.

As we look to the future, we remain focused on our mission to inspire and empower through exceptional training experiences. We are excited about the opportunities ahead and eager to continue building on our successes.

I invite all to explore the detailed Annual Report and share in our accomplishments. This report holds significant value for the times ahead. I welcome any observations, comments, or recommendations from engaged readers, as they will enhance the quality of future editions of this report.



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

CHAPTER ONE

Introducing BPATC

1.1 ABOUT BPATC

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

1.2 FUNCTIONS OF BPATC

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

a) Conduct training for senior executive officials of the government of Bangladesh and business institutions so that they may play effective roles in a dynamic and developing society;

b) Provide on-the-job training for the employees of the republic and the people who work under local authority;

c) Conduct foundation training for different civil service cadre officials of Bangladesh;

d) Conduct research/case study on public administration and development;

e) Publish books, journals & reports relating to administration and development;

f) Establish and maintain libraries and reading rooms;

g) Provide consultancy to the government, if and when necessary, regarding administration and development to solve specific problems; and

h) Other activities to implement the objectives of the Act.

1.3 BOARD OF THE CENTRE

According to the Bangladesh Public Administration Training Centre Act 2018 (Act No.64 of 2018), the responsibility of overall administering and providing guidelines to the Centre rests on a Board of Directors (BoD). As per paragraph 5(1) of the Act, the formation of a 17-member BoD headed by a minister of the government (nominated by the government) is as follows:

1.3.1 Chairperson of the BoD:

A Minister of the government (nominated by the government)

1.3.2 Members of the BoD:

a) Honorable Minister of the Ministry of Public Administration (MoPA)

b) Honorable State Minister of the Ministry of Public Administration (MoPA).

c) Cabinet Secretary, Cabinet Division

d) Senior Secretary/Secretary of the Ministry of Public Administration (MoPA).

e) Secretary of the Ministry of Finance

f) Secretary of the Secondary and Higher Education Division

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

g) Rector of the Centre

h) Vice-Chancellor of Jahangirnagar University

i) A Vice-Chancellor of a university (nominated by the government)

j) Commandant of the Defense Services Command and Staff College

k) President of the Federation of Bangladesh Chambers of Commerce and Indus tries (FBCCI)

l) Chairman of the Department of Public Administration of University of Dhaka or Chittagong or Rajshahi or Jahangirnagar (by rotation, nominated by the government)

m) Two members nominated by the government

n) Two female members nominated by the government.

1.4 ORGANOGRAM OF THE CENTRE

The Rector, the Chief Executive of the Centre, runs the organization with the guidance of the Board of Directors. The Rector serves as the secretary to the Governemnt. Currently, Mr. Sayeed Mahbub Khan, (Secretary to the government) is serving the Centre as Rector from 30th MayMay 30, 2024. The Centre currently operates under six divisions, viz. (i) Management and Public Administration (M&PA), (ii) Programme and Studies (P&S), (iii) Development and Economics (D&E), (iv) Research and Consultancy (R&C), (v) Project, and (vi) Management & Development (M&D). Each of the divisions is directed by a Member Directing Staff (MDS). An MDS holds the level of an Additional or Joint Secretary in the government or a position of equivalent rank.

Mr. Sayeed Mahboob Khan, Rector of the Centre is conducting a meeting with the faculty members.

Each of the divisions is divided into several departments, and a department is further divided into branches. Each of the branches is further divided into sections. A department is headed by a director, a branch by a deputy director, and a section by an assistant director. Directors of the Centre are Deputy Secretaries to the government or of equivalent rank.

Sections are further separated into each of the branches. A deputy director leads a branch, an assistant director oversees a sector, and a director leads a department. The Center's directors hold the same position as deputy secretaries in the government. There were 430 posts when the company was first established. 220 other distinct postings were made at a different time. There are currently 650 people working for the organogram. There were 430 positions available when the the Centre was founded. In another period of time, 220 further distinct postings were made. The organogram currently employs 650 people in total. The personnel of four Regional Public Administration Training Centres (RPATC) are included in the organogram. Each RPATC has 29 posts.

As per the organogram of the Centre, the grade-wise distributions of human resources are as follows:

At a Glance of Grade-wise Manpower of BPATC

Table 1.1: *Sanctioned and Vacant Posts under the Revenue Budget in 2023-24.*

Level of post	Sanctioned Posts	Workforce up to June 30, 2024	Vacant Post up to June 30, 2024
Grade 9 and Above	120	91	29
Grade 10	24	22	02
Grade 11-16	234	192	42
Grade 17-20	272	198	74
Total	**650**	**503**	**147**

N.B. *A detailed list of employees from Grade 9 to above & Grade 10 to Grade 17-20 will be available in Annexure- A*

CHAPTER TWO

Administrative Activities and Achievements

2.1 ADMINISTRATIVE ACTIVITIES AT BPATC

The Administration Department employed new recruits, promoted employees of different grades and, confirmed the job of a good number of employees, and arranged several DPC Meetings. Apart from that, celebration and observance of National and International days were organized by the Administration department. Moreover, the department is also responsible for human resource management, budget management, procurement management, maintaining physical and social infrastructure, and transport management. Health care of the participants and employees and their family members, dormitory `and Cafeteria management for the participants is also looked after by the administrative department. Three core sections, under the administration department, namely Administration, Service, and Finance sections headed by Deputy Directors, work with the Director (Administration) to perform the mentioned services.

2.2 PROMOTION AND NEW RECRUITMENT

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

Table 2.1: *Employees Joined and Retired\Resigned BPATC in 2023-24.*

Level of Post	Employees Joined the Centre	Employees Retired from the Centre	Employees Resigned from the Centre	Number of Died Employees
Class-I	9	1	5	-
Class-II	3	-	-	-
Class-III	42	3	8	-
Class-IV	71	11	18	1
Total	125	15	31	1

Table 2.2: *Employees Joined and Promoted BPATC in 2023-24.*

Employees Recruited July 2023 to June 2024	
Grade	**Employees Recruited**
9 and Above	07
10	03
11-16	42
17-20	71
Total	123

Employees Promoted July 2023 to June 2024	
Grade	**Employees Promoted**
9 and above	00
10	01
11-16	05
Total	06

2.3 FINANCIAL ASSISTANCE FROM BPATC FUND AND INTRODUCING FAMILY HEALTH INSURANCE

⇒ Financial Assistance from BPATC Welfare Fund is provided to the employees of the Center and regional centres based on their applications.

⇒ Applications of retired employees and family members of employees who died during their tenure are sent to Bangladesh Employee Welfare Board.

2.4 OTHER ACTIVITIES OF THE SECTION

A final consolidated seniority list was published in this financial year based on the decisions of the meeting.

⇒ A seniority list of 5th to 9th-grade employees has been published.

⇒ ACR of BPATC's employees (Grade 11-16) was made accessible through PMIS Software.

2.5 PURCHASE BRANCH

In the financial year 2023-24, some international standard sports pieces of equipment are purchased for the participants of various courses training of the Center. Notable instruments are table tennis, football, pool, table, etc. Besides these procurement processes, this section has conducted training sessions for relevant officials of the Center on public procurement acts and rules and e-GP. The statistics of the purchases have been stated in the following table:

Table 2.3 *Purchase of BPATC in FY 2023-24 at a Glance*

Method of Pechage	Demand	Allocation	Implementation	Implementation rate (%)
OTM	535960575.00	302950000.00	132122425.4	99.95
EGP			13403843	
RFP			0	
RFQ (Goods)			1898244	
RFQ (Works)			2714966.36	
76 (1) (TA)			137189788.6	
LTM			6507369.52	
Framwork			8284960	
Newspaper bill			677770	
Pending			0	
Grand Total			302799366.9	

2.6 STORE BRANCH

The centre maintains effective store management using Store Management System software aligned with the central ERP system where purchased goods are enlisted and delivered.

2.7 BUDGET & ACCOUNTS BRANCH

This section is responsible for Budget preparation, Bill payments, other financial activities, including record keeping for Audit response. The Centre maintains its accounts according to the Govt. rules, regulations, circulars, and BPATC Act.

2.8 SERVICE SECTION

The service section is responsible for providing logistic, dormitory, and engineering services in the Center. It maintains dormitory buildings, cafeteria, office, and non-office buildings, roads, transports. It also performs repair, painting and maintenance of all buildings and establishments of BPATC. A list of the major works done by service section are in the financial year 2023-2024 as following:

15th Storied Dormitory

To enhance the training capacity of BPATC a 15th storied dormitory was constructed in 2023 under the project named 'Enhancement of Training Capacity of BPATC'. The purpose of this project is to ensure infrastructure development of BPATC to provide the best quality training to the public servants and the executives of private sector of Bangladesh. In the year 2023-2024 already 602 (Six Hundred Two) participants of 75th FTC and some other participants of ACAD and SFTC have enjoyed its modern facility of this dormitory.

A vertical view of 15-stoired Dormitory.

The area of this building is 35,512 square meters in total. There are 500 (five Hundred) rooms for 1000 trainees and all rooms are Airconditioned room. All types of modern facilities are in this dormitory like leisure room with a large screen TV in each floor. A washing machine and a fridge at each floor and each room is facilitated with Geyser, fire alarm system and IP based telephone. Rooms are decorated with wooden wall cabinet, sofa and a pair of reading table. Mother participants can attend the course with their babies of certain age and a daycare center at ground floor with modern equipment and toys for the children of participants. Participants can enjoy the gym room and indoor games room located at the ground floor to fit them physically. During the rainy season trainees can move different class rooms, library and cafeteria using a corridor from this dormitory. A 5300

KVA Sub-station and the generator for capacity of 2000 KVA to provide uninterrupted power supply. A total 08 (eight) lifts are in this dormitory to move different floors. The entrance of the building and the greenery in the front and back of the building will blow anyone's mind.

Greening and beautification of herbal gardens:

Although there is an herbal garden in the residential area of the center, various types of noxious plants and grass grow and the planted herbal plants are destroyed. In this situation, the center took the initiative to make the herbal garden green, beautiful and environment friendly in the financial year 2023-2024. The garden has been transformed into one of the most beautiful and attractive gardens in the center by landscaping and planting new and eco-friendly trees.

Opekkha: A healthy dining room:

Even though BPATC was established in 1984, no health food shop was established in the centre. For a long time, the officials and employees staying in the center through two small food hotels in the market of the residential area of BPATC meet the needs of light breakfast or food, but there is no environment to take food with family members. In such a situation, thinking of the officers and employees staying at the center and their family members, trainees and incoming guests, an aesthetic dining room was built next to the herbal garden on behalf of the center. The dining room is made of bamboo and thatch. A group of young entrepreneurs of the center is preparing healthy and low-cost meals here, where the staff and trainees of the center can sit with their family members in an elegant environment to eat healthy meals and enjoy the surrounding green gardens.

Opekkha: A healthy dining room

2.9 CELEBRATING NATIONAL AND INTERNATIONAL DAYS

International Mother Language Day on February 21, International Women's Day on March 08, The Genocide Remembrance Day on March 25, National Independence Day on March 26, Pahela Boyshak, Public Service Day on June 23, National Training Day on January 23, and National Victory Day on December 16 are celebrated in the Center. Different committees and action plans are formed to observe the national and international days.

2.9.1 International Mother Language Day

With immense respect, International Mother Language Day, 2024 was celebrated at BPATC. The Centre organized a day-long program for observing the day. The day started with the hoisting of the National Flag half-mast in the Centre and BPATC officials and participants led by the Rector placed flowers wraith in the Saheed Minar. The Centre also organized a discussion meeting in the Central Auditorium where all the officials and staff participated spontaneously. BPATC School and College also arrange.

The honorable Rector of BPATC along with Faculty members is paying tribute to Martyrs at the Central Shaheed Minar on the International Mother Language Day.

Art competition, Recitation of Poem, Easy Writing competition among the students as a part of observation of the day. Additionally, the school and college also organized discussion meetings with the teachers and students to observe International Mother Language Day.

2.9.2 Observing Independence Day

With immense respect, 54th Independence Day, 2024 was celebrated at BPATC. The day started with the hoisting of the National Flag at early hour of Day in the Centre. Then, BPATC Faculty members led by the MDSs and Director (Administration), placed flowers wreath at the National Martyrs' Memorial, Savar.

BPATC Faculty Members are placing flowers wraith at the National Martyrs' Memorial on 26th March 2024 to observe the Independence Day.

2.9.3 International Women's Day

BPATC celebrated the International Women's Day on 8th March 2024. A discussion meeting was organized with the participants of FTC, ACAD and the faculty members. The respected discussants shared their service experience, success stories, and the spirit of being a women leader in contributing in the academic arena as well as in the civil service.

BPATC organized a discussion programme on the occasion of International Women's Day 2024 and awarded the lady officials of BPATC.

2.9.4 Pohela Boishakh, 2024

BPATC celebrated Pohela Boishakh on April 14th 2024 marking the Bengali New Year with colorful processions, traditional foods, and cultural performances. It was a vibrant festival that united all the employees of the center in joy, symbolizing renewal and shared heritage.

BPATC celebrated Pohela Boishakh marking the Bengali New Year with colorful processions.

2.9.5 Annual Picnic, 2024

BPATC celebrated the annual picnic, 2024 with all of its faculties and staffs along with their family members with joy and camaraderie. The event took place on 03 February 2024 at the Police Training Centre (Mohera Zomidar Bari) Mirzapur, Tangail. The day was filled with lively games, tasty homemade dishes, and plenty of laughter. Under the open sky, we share stories, create new memories, and enjoy each other's company. It was a day of relaxation and connection, making it an event that the employees of BPATC anticipate eagerly each year.

BPATC organized annual picnic of the centre with all of its employees along with their family members with colorful processions.

2.9.6 National Victory Day

BPATC celebrated 53rd National Victory Day on 16th December, 2023 with immense respect to mark the liberation from Pakistan in 1971 with enthusiasm and public participation. In morning, BPATC faculties led by the Rector placed flowers wraith in the National Mausoleum, Savar. After that, the Centre also organized a discussion meeting in the Central Auditorium where all the officials and staff participated spontaneously.

BPATC Faculty Members are placing flower wraith at the National Martyrs' Memorial on the Glorious Victory Day 2023.The faculty members and participants of the center participated in a discussion proramme later, organized by BPATC.

2.10 MEDICAL FACILITIES

In the years 2023-2024 BPATC clinic offered medical treatment to the participants of the various training courses and as well as the employees and their dependent family members, who are residing in the BPATC campus. The clinic staffs are consisting of five medical officers, two dental surgeons, two physiotherapists, one lab technologist, three senior staff nurses, one sub-assistant community medical officer, one pharmacist, one compounder, one computer typist cum LDA, three office assistant, two cleaners, two physiotherapys attended and one lift operator. This medical team offered various medical services to the client as far as possible. The clinic usually managed the daily outdoor patients and the Medical Officers are given consultation and medication to them. The Medical Officers also attended the emergency patient's time round the clock and managed them as per circumstances. The Clinic also arranged health check-up for the participants of the various core courses and as well as the staff of the deferent department of the centre regularly.

Furthermore, many special programs were organized by BPATC Clinic in the last year. On the ninth of every month, the immunization programs for the infants were arranged under the supervision of Upazilla Health Complex, Savar, Dhaka, according to EPI Schedule. Family planning programs also provided from the clinic in every month.

In addition to that, there is a physiotherapy unit under the supervision of BPATC clinic. An experienced graduate physiotherapist has been given required consultation and therapy to the participants and as well as other patients.

Another new unit added, Dental unit which started march 2023. Clinic have two qualified BDS Doctors and they conducted some outdoor basic treatment.

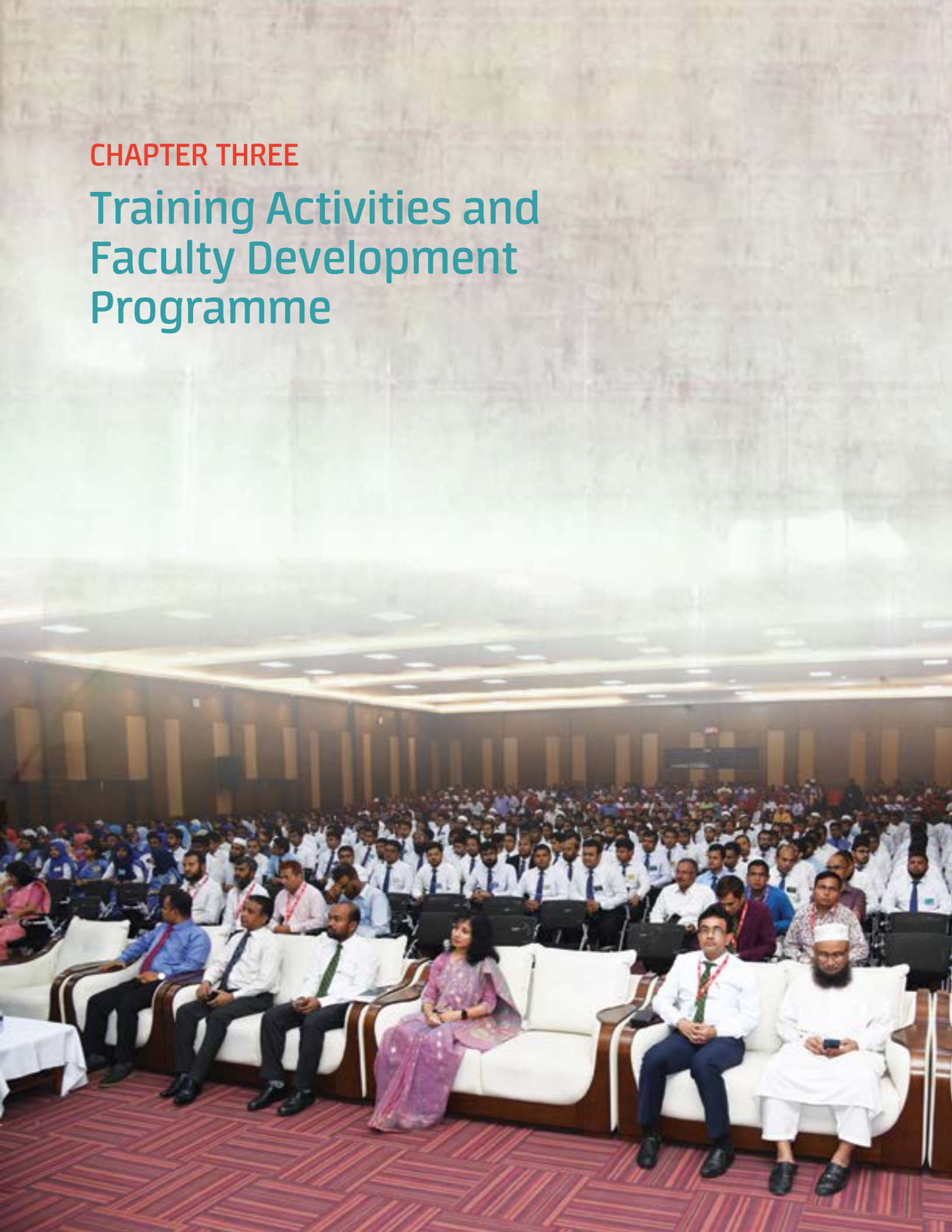
Besides, Clinic has a pathology lab which provides some pathological tests and one lab technologist provide this function.

In the year 2023-2024, total 40,401 patients were attended in BPATC Clinic. The statistics of the patients

attended in the BPATC clinic, physiotherapy unit, Dental Unit, Pathology lab, Radiology and imaging (USG) has stated in the In the **Annexure-B** of this Annual Report.

CHAPTER THREE

Training Activities and Faculty Development Programme



3.1 CIVIL SERVICE TRAINING PROGRAMS

The foremost responsibility of BPATC is to impart training to the civil servants There are two categories of courses offered at BPATC: core courses and supplemental courses. Core courses are the flagship programmes conducted by BPATC and the Centre organizes i) Foundation Training Course (FTC) for the entry-level civil servants; ii) Advanced Course on Administration and Development (ACAD) for the deputy secretaries, iii) Senior Staff Course (SSC) for joint secretaries and iv) Policy Planning and Management Course (PPMC) for additional secretaries.

Moreover, the Ministry of Public Administration (MoPA) assigns funding for the programs and the nomination of trainees. MoPA assigns funding for the programs and issues the trainee nomination order. These are all residential courses offered on-campus. BPATC maintains control over its training program in compliance with an extensive set of policies. Thus, in addition to academics, it places equal emphasis on social, interpersonal, and leadership skills throughout the training period. Furthermore, training participants are highly urged to actively participate in a variety of extracurricular activities. Participants in the FTC must engage in physical activity and games activities. Other course participants from ACAD, SSC, and PPMC frequently participate in the physical activity sessions as well.

Eminent Professor Dr. Syed Anwar Hussain is conducting a session with ACAD participants

3.2 TRAINING CALENDAR

BPATC creates the Training Calendar (TC) ahead of time each financial year, in order to plan the training. The training calendar eventually becomes the main source of planning guidance. It has been the norm ever since the BPATC was established. TC preparation employs a collaborative method to establish training priorities and modify training design and planning in response to changing demands. All those who are interested are given access to the training calendar, which is made public. The targets included in the TC are in line with the ratings on the BPATC's Annual Performance Agreement (APA). In the following sections, reports on different training are presented.

3.2.1 Foundation Training Course (FTC)

As mandated by the BPATC Act of 2018, newly hired civil servants are required to complete an intense six-month foundational training course at the Center. They must complete this course in order for their service to be confirmed. By providing orientation on the rules and norms of the organization, the development of empathy, organizational leadership, and skill development. FTC hopes to acclimate newcomers to the civil service. BPATC offers a stimulating learning environment, a wealth of tools, and a peer-learning platform so that all participants are actively engaged in academic learning, developed organizational capacity, and strengthening interpersonal skills. The course content is designed to enable the participants to become professionally efficient and undertake formal roles when they go back to their place of posting. Young members of various cadre services are brought together to foster esprit de corps, which leads to build unity in different cadres in the civil services. Furthermore, this interaction has a long-term impact on strengthening collaborative governance in the country.

Renowned Guest speakers are conducting session at 75th FTC

During the 2023-2024 FY, BPATC organized two foundation training programs namely 75th and 76th FTCs. The 75th FTC was held from 12 Mar 2023 to 07 Sep 2023. A total of 602 trainee-officers joined the course. Due to infrastructural constraints, a portion of the cohort went to five (5) other partnering organizations who conducted the training under the supervision of BPATC. The other training institutions are BIAM Dhaka; BIAM Bogura; NATA, azipur; RDA, Bogura and RPATC, Chattogram.

Since the BPATC is in charge of carrying out the FTC, it was directly responsible for overseeing the Foundation Courses that were held at other institutions outside of the BPATC to ensure quality and consistency in the training strategy and design.

Table 3.1: *Cadre & gender-wise distribution of the participants of the 75th FTC*

Cadre and gender	Participants		
	Male	Female	Total
BCS (Administration)	170	48	218
BCS (Police)	62	6	68
BCS (Foreign Affairs)	21	2	23
BCS (Audit & Accounts)	27	8	35
BCS (Customs & Excise)	55	9	64
BCS (Cooperative)	12	3	15
BCS (Information)	19	0	19
BCS (Postal)	04	02	06
BCS (Ansar)	07	03	10
BCS (Food)	5	0	05
BCS (Taxation)	41	13	54
BCS (Fisheries)	04	03	07
BCS (Agriculture)	16	09	25
BCS (Statistics)	07	01	08

Cadre and gender	Participants		
	Male	Female	Total
BCS (Railway Transport and Commercial)	01	0	01
BCS (Public Works)	04	01	05
BCS (Railway Engineering)	05	0	05
BCS (Roads & Highway)	16	01	17
BCS (Railway Transportation & Commercial)	01	0	01
BCS (Livestock)	13	02	15
Non-Cadre	02	0	02
Total	**491**	**111**	**602**

The 76th FTC was held from 09 Mar 2024 to 04 Sep 2024. A total of 354 trainee-officers joined the course. A detail of participants of 76th FTC is given below.

Table-3.2 *Cadre & gender-wise distribution of the participants of the 76th FTC*

Cadre and gender	Participants		
	Male	Female	Total
BCS (Administration)	03	04	07
BCS (Agriculture)	133	70	203
BCS (Cooperatives)	0	01	01
BCS (Fisheries)	09	04	13
BCS (Information)	01	01	02
BCS (Livestock)	100	18	118
BCS (Police)	0	01	01
BCS (Public Works)	02	0	02
BCS (Roads & Highways)	02	01	03
BCS (Statistics)	0	01	01
BCS (Taxation)	0	02	02
BCS (Family Planning)	0	01	01
Total	**250**	**104**	**354**

3.2.2 Advanced Course on Administration and Development (ACAD)

The Advanced Course on Administration and Development (ACAD) is a prominent training program for the mid-career civil servants while government deputy secretaries make up the majority of the course's participants, officials of the same level from the Defense Services, Foreign Service, and Bangladesh Police also take part. The Ministry of Public Administration provides the nominations for this training, and BPATC arranges the course in partnership with MoPA The overarching goal of ACAD is to prepare mid-level civil officials for policy-level jobs Following a blended methodology, this course stresses both theoretical and operational of governance and development Participants thus have the chance to gain a macro perspective on the most important public sector governance and development issues from both a global and national viewpoint Another important goal of this course is the development of leadership abilities, particularly strategic decision-making.

A guest speaker is conducting session at 144th ACAD

The design of the course module supports participants in understanding the objectives of the training 60 days of training at the BPATC and 10 days of training abroad in developed or developing nations make up the 70-day ACAD During the FY 2023-24, BPATC organized five ACADs namely, 141th, 142th, 143th, 144th, 145th, 146th and 147th ACAD for a total of 263 officers. Table 3.4 highlights the accomplishments of ACAD in 2023-24.

Table 3.3 *Batch & gender-wise distribution of the participants of the ACAD*

Cadre and gender	Batch Timeline	Participants		
		Male	Female	Total
141th ACAD	14/05/2023-12/07/2023	23	10	33
142th ACAD	23/07/2023-20/09/2023	32	01	33
143th ACAD	01/10/2023-23/11/2023	40	04	44
144th ACAD	04/02/2024-03/04/2024	26	14	40
145th ACAD	04/02/2024-03/04/2024	20	22	42
146th ACAD	29/04/2024-27/06/2024	22	11	33
147th ACAD	29/04/2024-27/06/2024	34	04	38
Total	197	66	263	354

3.2.3 Senior Staff Course (SSC)

The Senior Staff Course (SSC) is designed for government officials who work at the policy level Joint secretaries to the government make up the majority of the course's participants, but other officials with the same rank from the Armed Forces, Bangladesh Civil Service Foreign Affairs Cadre, and Police Cadre are also welcome to enroll In collaboration with the Ministry of Public Administration, which nominates the trainees and supplies funding, BPATC manages the course The main goal of SSC is to make it possible for decision-makers to comprehend the crucial challenges in governance and development As a result, participants evaluate the issues closely to choose the best solutions Another important goal of this course is to support trainee-officers enhance their leadership abilities, particularly their capacity for strategic decision-making The course duration is 55 days and is divided into two parts: in-country training at BPATC and a foreign exposure visit to a chosen institution in a foreign nation 45 of the 55 days are spent at BPATC, with the remaining days being used for the foreign portion In the financial Year 2023-24, five (5) courses- 108th through 112th SSC- were organized at BPATC A total of 158 participants attended those courses. The following table (3.5) presents detailed information on the SSC.

Rear Admiral (retd.) Md. Khurshed Alam is sharing experience with 108th SSC participants

Table-3.4 *Batch & gender-wise distribution of the participants of the SSC*

Batch	Timeline	Participants		
		Male	Female	Total
108th SSC	16/07/2023-29/08/2023	19	01	20
109th SSC	03/09/2023-27/10/2023	18	02	20
110th SSC	29/10/2023-12/12/2023	25	07	32
111th SSC	18/02/2024-02/04/2024	35	16	51
112th SSC	28/04/2024-11/06/2024	28	07	35
Total	**125**	**33**	**158**	**354**

3.2.4 Policy Planning and Management Course (PPMC)

The Policy Planning and Management Course (PPMC) is intended for additional government secretaries, The overarching goal of this course is to give participants the chance to critically evaluate various sectors government policies and initiatives in order to prepare them for leadership roles and positions Workshops, panel discussions, and group activities are the main methods for conducting the sessions because the participants are senior-level officials This course has two segments as well 12-day training at the BPATC and seven days of training abroad Sessions of the course are led by respected scholars and policymakers The details of the PPMC for FY 2023-2024 are displayed in the following table.

Table-3.5 *Batch & gender-wise distribution of the participants of the PPMC*

Batch	Timeline	Participants		
		Male	Female	Total
24th PPMC	06/08/2023-17/08/2023	13	02	15
Total	**13**	**02**	**15**	**354**

3.2.5 Special Foundation Training Course (SFTC)

BPATC arranges two-month-long special foundation training courses (SFTC) for the non-cadre officials of Grade-9 and above from different government departments. SFTC is frequently carried out at the organization's request when officials are in need of training. BPATC considers the request, subject to the availability of facilities and training slots. For the officials of the Department of Information and Communication Technology (DoICT), Department of Inspection for Factories and Establishments (DIFE), Anti-Corruption Commission (ACC), Roads and Highways Department (RHD) and Education Engineering Department (EED), BPATC organized 10 SFTCs throughout the FY 2023-24. The only difference between a conventional FTC and an SFTC is its length; as a result, the BPATC places particular emphasis on the course's quality, discipline, and learning objectives.

Dr. Zohurul Islam, Director, BPATC is addressing in the Inaugural Ceremony of 18th SFTC for DoITC

The SFTCs carried out in this reporting year are shown in detail in the table below. The following table presents a detailed picture of the SFTCs conducted in this reporting year.

Table 3.6: *Batch-wise distribution of the participants of the SFTCs*

SL. No	Batch	Timeline	Participants		
			Male	Female	Total
1.	2nd SFTC for the Officials of ACC Anti-Corruption Commission (ACC)	30/07/2023-27/09/2023	58	10	68
2.	17th SFTC for the officials of Department of Information and Communication Technology (DoICT)	22/10 /2023 to 21/12/2023 (excluding 24 October 2023)	25	04	29
3.	7th SFTC for the officials of Department of Registration (DoR)	29/10/2023 to 27/12/ 2023	26	03	29
4.	1st SFTC for the officials of Bangladesh Computer Council (BCC)	30/10/2023-28/12/ 2023	20	01	21
5.	1st SFTC for the Officials of Roads and Highways Department (RHD)	14/01/2024-13/03/2024	31	00	31
6.	8th SFTC for the officials of Department of Registration (DoR)	15/01/2024-14/03/2024	24	04	28
7.	2nd SFTC for the Officials of Dhaka Mass Transit Company Limited (DMTCL)	28/01/2024-27/03/2024	30	04	34

SL. No	Batch	Timeline	Participants		
			Male	Female	Total
8.	2nd SFTC for the Officials of Roads and Highways Department (RHD)	11/03/2024-16/05/2024 (excluding 17th March, 26th March, 7th April, 10-12 April, 14th April & 1st May)	30	02	32
9.	18th SFTC for the officials of Department of Information and Communication Technology (DoICT)	15/04/2024-13/06/2024	18	07	25
10.	5th SFTC for the Official of Department of Inspection for Factories and Establishments (DIFE)	15/04/2024-13/06/2024	20	05	25
		Total	282	40	322

3.3 WORKSHOPS AND SEMINARS

BPATC organized 16 workshops and seminars of its regular core activity as well as part of its collaboration with other institutions The primary goal of these workshops and seminars is to improve the presentation and analytical skills of its participants ACAD, SSC, and PPMC all feature overseas learning components, and after returning from international travel, participants are expected to discuss what they learned in workshops and seminars A further aspect of doing research and disseminating knowledge, BPATC also hosts workshops and seminars So, throughout the year, BPATC hosts a number of workshops and seminars Table gives a summary of the outcomes of workshops and seminars In the workshops and seminars, Faculty members of BPATC, trainees of different courses as well as representatives of different ministries/divisions participated The following table presents an overview of the accomplishments of workshop and seminars.

Table 3.7: *Distribution of participants of different workshops and seminars*

SL. No	Batch	Timeline	Participants		
			Male	Female	Total
1.	Seminar on Start-ups: Opportunities and Challenges in Bangladesh Context	20.12.2023	32	08	40
2.	Seminar on 'Competency Framework for Public Sector: Learning From Outside'	22.01.2024	30	10	40
3.	Seminar on 'Civil Service Reforms: Trends and issues in Contemporary world'	25.01.2024	35	05	40
4.	Seminar on 'Current Macro economic scenario of Bangladesh: What should we know'	29.01.2024	31	09	40
5.	Workshop on Senior Staff Course Curriculum Review	05.02.202406. 02.2024	08	02	10
6.	Seminar on Smart Bangladesh: Where Development Shines Accelerating Employment	28.03.2024	25	06	31
7.	ঐতিহাসিক মুজিবনগর দিবস এবং বাংলাদেশের স্বাধীনতা' শীর্ষক সেমিনার	17.04.2024	86	25	111
8.	Seminar on 'Public Policy Making in the age of Social Media'	25.04.2024	47	13	60
9.	Seminar on 'Building Effective, Accountable and Inclusive Institutions: SDG 16 in Bangladesh Perspective'	09.05.2024	32	08	40

SL. No	Batch	Timeline	Participants		
			Male	Female	Total
10.	Seminar on 'Making Innovation Sustainable in Public Sector'	09.05.2024	35	11	46
11.	Seminar on 'Climate Change and Adaption: Mainstreaming Locally-Led Action	23.05.2024	22	08	30
12.	Seminar on Making Quality Education a Priority in Policy and Practices'	29.05.2024	31	09	40
13.	Seminar on 'Turning Data into Insights: Data Driven Policy Making Keynote Speech'	09.06.2024	31	09	40
14.	Workshop on Smart Bangladesh Development	10.06.2024	33	07	40
15.	Seminar on 'Institutional Design of BPATC: Meeting the Environmental Needs'	12.06.2024	31	09	40
16.	Seminar on 'Understanding Urbanization in Bangladesh: Challenges and Opportunities'	23.06.2020	33	07	40
		Total	542	146	688

3.4 SHORT COURSES

BPATC regularly organizes short courses as part of on-the job training and faculty development in the financial year 2023-24, BPATC conducted several short courses The following table reports on the short courses of the Centre:

Table 3.9: *Information about short courses held in FY 2023-24*

SL. No	Course	Duration	Participants		
			Male	Female	Total
1.	Condensed Curriculum Review Training for Senior Staff Course Curriculum Review	18/07/2023-19/07/2023	15	05	20
2.	Foundation Refresher Course for the Bangladesh Forest Industries Development Corporation (BFIDC) Officials	30/08/2023-05/09.2023	26	04	30
3.	Special Training on Leadership and Governance Practices Course	29/09/2023-08/10/2023	491	111	602
4.	In-House Training on Public Procurement	28/11/2023-11/12/2023	20	05	25
5.	Training on Advanced Research Methodology	09/01/2024-27/03/2024 (9,16,23,30 jan, 6,13,20,27 Feb, 5,12,19,27 Mar)	22	06	28
6.	Training on D-Nothi	23/01/2024	28	07	35
7.	1st Fundamental Training Course for the Officials of BIWTA	21/04/2024-21/05/2024	21	05	26
8.	Training Capacity Development Programme for the officials of Nepal Administrative Staff College (NASC)	26/05/2024-30/05/2024	06	05	11
9.	1st Attachment Program of Bangladesh Bank Foundation Trainees at BPATC	23/06/2024-27/06/2024	92	18	110

SL. No	Course	Duration	Participants		
			Male	Female	Total
10.	Training on National Integrity Strategy (NIS) (1st Batch)	20/09/2023	41	09	50
11.	Training on National Integrity Strategy (NIS) (2nd Batch)	16/10/2023	40	10	50
12.	Training on National Integrity Strategy (NIS) (3rd Batch)	28/01/2024	38	12	50
13.	Training on National Integrity Strategy (NIS) (4th Batch)	23/05/2024	35	15	50
14.	Training on Grievance Redress System (GRS) (1st Batch)	28/12/2023	35	10	45
15.	Training on Grievance Redress System (GRS) (2nd Batch)	25/06/2024	34	14	48
16.	Training on Citizen Charter (1st Batch)	08/05/2024	30	10	40
17.	Training on e-Governance and Innovation (1st Batch)	28/02/2024	33	10	43
18.	Training on e-Governance and Innovation (2nd Batch)	28/02/2024	30	08	38
19.	Training on Right to Information (RTI), 2009 (1st Batch)	27/12/2023	29	11	40
20.	Training on Right to Information (RTI), 2009 (2nd Batch)	27/05/2024	32	08	40
		Total	1098	283	1381

ToT on Pedagogy

In FY 2023-24, BPATC arranged a Training of Trainers (ToT) on Pedagogy for the development of Faculty Pool in collaboration with the faculty members of Harvard Kennedy School (HKS) from 16th July to 27th July 2023 under the MoU signed among the Governance Innovation Unit (GIU), Prime Minister Office, Bangladesh and Harvard Kennedy School. BPATC occasionally organize this training course, aiming to empower participants with advanced training techniques and methodologies. It leverages Harvard's expertise in adult learning methodologies and curriculum development to enhance the capabilities of trainers in various areas of public administration. The following table (3.10) presents detailed information on the ToT on Pedagogy.

Table 3.10 *Gender wise distribution of participants of TOT courses*

Name of TOT Course	Timeline	Participants		
		Male	Female	Total
Training of Trainers for Harvard Faculty Pool	16/07/2023-27/07/2023	27	05	32
	Total	27	05	32

The participants of 1st batch of ToT on Pedagogy in a frame.

3.5 AT A GLANCE: ALL TRAINING PROGRAMMES IN FY 2023-24

Table 3.11: *Information about all training programmes held at BPATC in 2023-24*

Course Type	Number of Course	Participants		
		Male	Female	Total
FTC	02	741	215	956
ACAD	07	197	66	263
SSC	05	125	33	158
PPMC	01	13	02	15
SFTC (paid)	10	282	40	322
Short course	20	1098	283	1381
Training of Trainers (ToT)	01	27	05	32
Seminar/Workshop/Conference	16	542	146	688

3.6 STAFF TRAINING

BPATC organizes 60-hours staff training to enhance the capacity of 11-20 grade in line with the instruction of the Ministry of Public Administration (MoPA) employees.

Table 3.11: 60 hours Staff Training including NIS Training

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

3.7 TRAINING AT FOUR REGIONAL CENTRES

Regional Public Administrations Training Centers (RPATCs) deliver a wide range of training focusing on the 10-20 grade employees of the republic The RPATCs are the training epicenters in the respective administrative divisions In the last FY (2023-24), the four RPATCs completed 151 training courses in which 5364 trainees from different government offices partook The following table represents the summary of the training courses conducted by the four RPATCs in FY-2023-24.

Table 3.13: At a glance RPATCs' Training

SL.	Name of PPATC	Targeted (Courses)	Conducted (Courses)	Total number of Participants (Targeted)	Total number of Participants (Achieved)	Percentage	Total Training Hours
1	DHAKA	42	42	42x25=1050	1380	131.42%	30
2	CHATTOGRAM	42	42	42x25=1050	1415	134.76%	30
3	RAJSHAHI	42	41	42x25=1050	1292	123.04%	5
4	KHULNA	42	39	42x25=1050	1277	121.90%	5
	TOTAL	168	164	4200	5364	127.71%	130

3.8 TRAINING DATABASE OF 11-20 GARDE EMPLOYEES

An online database has been created for 11-20 garde employees who have been trained for 60 hours by the ST&RC wing of the centre. It is an integral part of our Annual Performance Agreement (APA) and crucial for all-around training management The information of 277 trainees has been recorded in the database for FY-2023-24.

CHAPTER FOUR

National and International Cooperation

4.1 INTERNATIONAL TRAINING PROGRAMME

Under the memorandum of understanding (MoU) signed between the Bangladesh Public Administration Training Centre (BPATC) and the Nepal Administrative Staff College (NASC) in 2019, eleven (11) officials from NASC visited BPATC to attend a five-day Training Capacity Building Programme (TCBP) for NASC officials. The training course took place from 26 to 30 May 2024 at the BPATC campus.

The main objective of the Training Capacity Building Programme (TCBP) was to improve the training management performance of the participants by exploring best practices from successful organizations globally and by focusing on practices specifically at BPATC. To achieve this objective, the course content included a good blend of theoretical discussion and practical exposure.

The participants of Training Capacity Building Programme (TCBP) for the officials of Nepal Administrative Staff College NASC met with the Rector Sayeed Mahbub Khan, while staying in BPATC.

4.2 COLLABORATION WITH OTHER INSTITUTIONS

BPATC has collaborated with foreign universities and research organizations such as the University of Alabama at Birmingham, Duke Center of International Development (DCID) of Duke University, USA; Macquire University, CQ University, Curtin University, Australia; Beijing Administrative Institute, China; Hong Kong University School of Professional and Continuing Education (SPACE), Hong Kong; Nepal Administrative Staff College, Nepal; The Royal Institute of Management, Bhutan; National Institute of Development Institute, Asian Institute of Technology (AIT), Thailand; Astana Civil Service Hub, Kazakhstan; Sri Lanka Institute of Development Administration (SLIDA), Sri Lanka; Administrative Staff College of India (ASCI), Lal Bahadur Shastri National Academy of Administration, and Indian Institute of Public Administration (IIPA), India. With that, linkages with international organisations are established either directly by BPATC or through the Ministry of Public Administration.

In FY 2023-24, BPATC signed Memorandum of Understanding (MoU) with the following National Organizations.

Table 4.1: *List of Effective MoU between BPATC and International Organizations till 2023-24*

1.	Nepal Administrative Staff College
2.	Bangladesh Bank (BB)
3.	Napal Administrative Sta¬ College, Nepal (NASC)

CHAPTER FIVE

Evaluation Department

5.1 INTRODUCTION

Evaluation of a training course is necessary to measure its effectiveness and 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 Training Evaluation Policy (Amended) 2013 of BPATC, 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. Participants are evaluated on the basis of their performance, and the participants evaluate BPATC activities-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.

Participants are evaluated/graded on the basis of their performance. On the completion of overall course activities, BPATC issues Individual Evaluation Report for each participant separately to concern Ministries/Divisions/Organizations for retention in the officers' dossier. Assessments are based on the quantitative scale shown below:

Table 5.1: *Grading System*

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

5.2 COURSE EVALUATION SYSTEM

5.2.1 Core courses

Core courses usually range from 15-180 days 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.

5.2.2 Foundation Training Course (FTC)

Foundation Training Course (FTC) is the basic training course for the newly recruited officials in Bangladesh Civil Service. 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 1000 marks in total. Marks distribution of the course is shown in the following table:

Table 5.2: *Marks Distribution of Foundation Training Course (75th FTC)*

Module No.	Name of the Module	Evaluation Method		Marks
		Individual	Group	
1.	Bangladesh and Bangabandhu Studies (BBS)	IA (25)+ IP(25)	-	50
2.	Village Study (VS)	IR (30) IP(20)	-	50
3.	Poverty Reduction and Rural Development (PRRD)	WE (20) + ICA (05)	-	25
4.	District and Upazila Attachement (DUA)	Attd. (05)+ ICA (05)	GR (20) + GP (20)	50
5.	Fundamentals of Foundation Training Course (FFTC)	-	-	-
6.	Leadership and Organization Resource Management (LOM)	IA (50)	-	50
7.	Important Service Laws in Bangladesh (ISLB)	OBE (50)	-	50

Module No.	Name of the Module	Evaluation Method		Marks
		Individual	Group	
8.	Office Management and Communications (OMC)	IE (25)+ SAR (25)	-	50
9.	Public Financial Systems (PFS)	IA (25)+ IE (25)	-	50
10.	Governmental System and Essential Laws (GSEL)	OBE (50)	-	50
11.	Public Administration and Governance (PAG)	WE (25)	GE (25)	50
12.	Child Rights and Gender Equality (CRGE)	-	GE (25)	25
13.	Economic Planning & Development (EPD)	WE(50)	-	50
14.	Sustainable Development Goals (SDGs)	IA(25)	-	25
15.	Project and Procurement Management (PPM)	-	GE (50)	50
16.	Basics of Social Research (BSR)	IRP (50)	-	50
17.	IELTS and Communication Skills in English (IELTS)	IE (50)	-	50
18.	Basics of English (BoE)	IE (25)	-	25
19.	Book Review and Presentation (BRP)	IR (30) IP (20)		50
20.	Information Communication Technology (ICT)	PT (50)	-	50
21.	Physical Conditioning and Games (PSG)	ATT (20), WE (20), ICA (10)		50
22.	Comprehensive Written Examination (CWE)	WE (50)	-	50
23.	Contemporary Issues	-	-	-
	Evaluation by the CMT	Overall Conduct & discipline (25)	-	25
	Evaluation by Evaluation Department	Attendance (20)	-	25
		Speaker's Evaluation (05)		
	Total	860	140	1000

5.2.3 The Advanced Course on Administration and Development (ACAD)

The Advanced Course on Administration and Development (ACAD) is designed for the mid-level officers of the rank of Deputy Secretary to the government and their equivalents nominated from different public enterprises and sector corporations. The participants are evaluated out of 850 marks.

Table 5.3: *Marks Distribution of Advanced Course on Development and Administration (147th ACAD)*

Module	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Bangabandhu & Bangladesh Studies	50	-	50
2.	Public Service and Operational Issues	-	50	50
3.	Policy and Planning	50	-	50
4.	Economic Management	-	50	50
5.	E-Governance	-	50	50
6.	Research for Governance and Policy Analysis			
	a. Research Proposal	25	-	100
	b. Seminar Paper Presentation	75	-	-
7.	Sustainable Development Goals	-	50	50
8.	Project Management and Financing	-	50	50
9.	Procurement Management	-	50	50

Module	Title of the Modules	Evaluation Methods and Marks		
		Individual	Group	Total
10.	Diplomatic and Development Partnerships and Negotiations	-	50	50
11.	Communication Competency	50	-	50
12.	Fitness and Well-being	-	-	-
13.	Contemporary Issues	-	50	50
14.	Learning Good Practices			
	a. Domestic Exposure Visit	-	100	200
	b. Overseas Visit	-	100	-
15.	Evaluation by CMT	25	-	25
16.	Evaluation by Evaluation Department			
	i) Attendance (15)	25	-	25
	ii) Speaker Evaluation (10)	-	-	-
	Grand Total	300	600	850

5.2.4 The Senior Staff Course (SSC)

The Senior Staff Course (SSC) is designed and organized for the senior officers of the rank of Joint Secretaries to the government and their equivalents drawn from public enterprises and sector corporations. Participants are evaluated out of 750 marks.

Table 5.4: *Marks Distribution of Senior Staff Course (112th SSC)*

Module	Title of the Modules	Methods and Marks		
		Individual	Group	Total
1.	Public Sector Ethos	-	-	-
2.	Public Policy Formulation	-	50	50
3.	Research and Policy Evaluation	50+150	-	200
4.	Partnerships and Negotiations	-	50	50
5.	ICT for Governance and Development	-	50	50
6.	Economic Development	-	50	50
7.	Project and Procurement Management (PPM)	-	50	50
8.	Contemporary Issues	-	-	-
9.	Presentation Skills	50	-	50
10.	Exposure Visit			200
	Domestic Exposure Visit	-	100	
	Overseas Training	-	100	
11.	Evaluation by the CMT	20	-	20
12.	Evaluation by Evaluation Department	30	-	30
	Total Marks	300	450	750

Table 5.5: Marks Distribution of Policy Planning and Management Course (24rd PPMC)

SL No	Name of the Module	Evaluation Methods and Marks		
		Individual	Group	Total
1.	Public Administration, Public Policy and SDGs	-	50	50
2.	Digital Governance	-	25	25
3.	Budgeting, Public Procurement and Project Management	-	50	50
4.	LDC Graduation	-	25	25
5.	Issues in Development	-	25	25
6.	Learning Best Practices	25	50	75
7.	Evaluation by Course Management Team	20	-	20
8.	Evaluation by Evaluation Department			
	a. Speakers Evaluation	10	-	30
	b. Attendance	20	-	
	Total	75	225	300

Table 5.6: Marks Distribution of 5th Special Foundation Training Course (DIFE)

Sl.	Name of the Module	Methods and Marks		
		Individual	Group	Total
1.	Bangladesh and Bangabandhu Studies (BBS)	-	25	25
2.	Behavioral Governance	15	-	15
3.	Constitution and Other Legal Provision Relating to Public Service Delivery (CLPRPSD)	25	-	25
4.	Digital Leadership and Strategic Planning (DLSP)	50	-	50
5.	Strategic and Management Leadership (SML)	-	25	25
6.	Public Management and Governance (PMG)	-	50	50
7.	Service Rules and Administrative Procedures (SRAP)	75	-	75
8.	Sustainable Development Goals (SDG)	-	40	40
9.	Public Procurement (PP)	50	-	50
10.	Public Financial Management (PFM)	50	-	50
11.	Project Management (PM)	-	50	50
12.	English Language Skill Development (ELSD)	30	-	30
13.	Physical and Mental Health (PMH)	50	-	50
14.	Basics of Research	40	-	40
15.	Issues related to DIFE	150	-	150
16.	Field Attachments and Reports Writing	-	20	20
17.	Contemporary Issues	-	-	-
18.	Evaluation by Evaluation Department			
	a. Attendance (20)	30	-	30
	b. Speaker Evaluation (10)	-	-	
19.	Evaluation by the CMT (25)	25	-	25
	Total Marks	590	210	800

5.3 COURSE RESULTS AND MERIT POSITIONS

5.3.1 Course Results

The outcome of our training programs is a testament to the dedication of both participants and instructors. The pursuit of excellence and knowledge is reflected in the results achieved by the participants in various courses. The following table provides an overview of the results for different courses conducted during the 2023-2024 financial year.

Table 5.7: *Results of different courses (FTCs, ACADs, SSCs, PPMCs, SFTCs)*

Course Name	Number of Participants		Grade Grade	No. of Scorers
	Attended	Passed		
Foundation Training Course				
75th FTC	604	602 (Released-02)	A+	27
			A	412
			B+	160
			Pass Only	03
Advanced Course on Administrative & Development (ACAD)				
142nd ACAD	33	Result yet to be published		
143rd ACAD	44	Result yet to be published		
144th ACAD	40	Result yet to be published		
145th ACAD	42	Result yet to be published		
146th ACAD	33	Result yet to be published		
147th ACAD	38	Result yet to be published		
Senior Staff Course (SSC)				
108th SSC	20	Result yet to be published		
109th SSC	20	Result yet to be published		
110th SSC	32	Result yet to be published		
111th SSC	51	Result yet to be published		
112th SSC	37	Result yet to be published		
Policy Planning Management Course (PPMC)				
24th PPMC	-	Result yet to be published		
Special Foundation Training Courses (SFTC)				
2nd SFTC (ACC)	68	68	A	05
			B+	61
			B	02
7th SFTC (DoR)	29	29	A+	01
			A	16
			B+	12
8th SFTC (DoR)	28	28	A	05
			B+	23
9th SFTC (DoR)	35	35	A	03
			B+	32
1st SFTC (BCC)	21	21	A+	06
			A	09
			B+	06

Course Name	Number of Participants		Grade Grade	No. of Scorers
	Attended	Passed		
17th SFTC (DoICT)	28	28	A	06
			B+	22
18th SFTC (DoICT)	25	25	A	01
			B+	24
1st SFTC (RHD)	31	31	A+	06
			A	24
			B+	01
2nd SFTC (DMTCL)	34	34	A+	07
			A	18
			B+	09
2nd SFTC (RHD)	32	32	A	08
			B+	24
5th SFTC (DIFE)	25	25	A+	04
			A	19
			B+	02
Short Course				
Fundamental Training Course for the Bangladesh Inland Water Transport Authority (BIWTA) Officials	25	25	A	02
			B+	23
1st Orientation Training Course for the Officials of BAC	09	09	A+	01
			A	05
			B+	03

5.3.2 Merit Positions

Recognizing outstanding achievement is an integral part of BPATC'S commitment to nurturing talent and fostering excellence. Merit positions are awarded to participants who demonstrate exceptional performance and dedication. The top performers in each course are not only a source of inspiration for their peers but also exemplify the high standards uphold at BPATC.

Table 5.8: *First Positions in the PPMC*

Course Name	Name of Participant (ID)	Designation
24th PPMC	Result yet to be published	

CHAPTER SIX

Research, Publication and ICT

6.1 RESEARCH, PUBLICATION, AND ICT

The Bangladesh Public Administration Training Centre (BPATC) is tasked with conducting research to create new knowledge and integrating the research findings into their training programs. For example, these findings can be utilized to develop case studies as training materials, share practical field experiences during training sessions, and update course curricula. Additionally, BPATC offers consultancy services to provide the government with policy recommendations based on research findings. The Research and Consultancy (R&C) Division at BPATC comprises three sections: Research and Development (R&D), Library and Training Aid (LTA), and the Computer Centre (CC). This chapter details the activities of these sections in relation to research, publications, and the Centre's information and communication technology (ICT) initiatives.

6.2 RESEARCH ACTIVITIES

The Research Branch of the R&D wing manages the Center's research activities. As per the Research Policy 2021, this branch coordinates all research activities, irrespective of the sources of funds, undertaken by the Centre and its faculty members (individually, jointly with either other faculty members or outside experts). Research funds may come from the revenue budget of the Centre, development budget, and bilateral or multilateral agreements. The coordination activities range from the invitation of research proposals to the submission of final research reports after the authorities' approval.

6.2.1 Research Proposal Selection

The formal process of research, at BPATC, begins with a call for research proposals for a given financial year. The Research Branch initially reviews the submitted proposals and forwards the shortlisted two evaluators. The applicants and evaluators remain anonymous to each other during the evaluation process. The evaluators score and comment on each proposal. Researchers whose proposals receive an average score of at least 50 percent are invited to defend their proposals at a faculty seminar. These proposals, along with the seminar report, are then presented at a meeting of the BPATC Research Committee (BRC). The BRC, chaired by the Vice-Chancellor of Jahangirnagar University and including two external experts and all Members of the Directing Staff (MDS) of the Center, Director (R&D) and Deputy Director (Research) discusses and selects the best proposals, according to them, for the Rector's approval. The Rector approves the recommended proposals, and the Director (R&D) issues an office order for the approved proposals.

For the financial year 2024-25, the Research Branch received twenty-five research proposals. After initial review, eighteen proposals were put through the evaluation process. The research teams of eighteen proposals presented their research ideas during a two-day seminar on May 13 and 14, 2024. In its 64th meeting on May 28, 2024, the BRC recommended five research proposals for the 2024-25 financial year, which were subsequently approved by the Rector (Table 6.1).

Table 6.1: *Approved Research Proposals under FY 2024-2025*

	Research Title	Research Team	Budget
1.	Effectiveness of One Stop Services (OSS) of Bangladesh Investment Development Authority (BIDA) for Attracting Foreign Direct Investment (FDI): An Empirical Analysis	Dr. Md. Rajibul Alam Assistant Secretary, MoPA ANM Sajidul Ahsan Deputy Director, BPATC Md. Rabiul Hasan Senior Assistant Secretary, CD	800000/-

	Research Title	Research Team	Budget
2.	Transformative Training for Civil Servants: Empowering Gender and Child Rights through Critical Pedagogy at BPATC	Associate Prof. Dr. Tauhid Hossain Khan Jagannath University A. M. Shahrior Alam Assistant Director, BPATC, Savar, Dhaka	800000/-
3.	Exploiting Demographic Dividend for Envisioning Fourth Industrial Revolution in Bangladesh: Challenges and Opportunities	Dr. Md. Mohoshin Ali, MDS Professor Dr. Ishtiaque Selim Jagannath University Professor Dr. Sharif Mosharraf Hossain Jagannath University Dr. Razia Sultana Senior Research Fellow, BIISS Mohammad Mamun, BPATC	800000/-
4.	Civil Servants' Perception Toward Application of Artificial Intelligence in Public Service Delivery: Potentials and Challenges	Dr. Md. Mohoshin Ali, MDS Md. Robiul Islam Assistant Professor, BUP Syedur Rahman Assistant Director, BPATC Mohammad Baha Uddin Research Officer, BPATC	700000/-
5.	Developing a Competency Framework for the Twenty-First Century Bangladesh Civil Service Officials Belonging to Grade 9	Md. Shaugatul Alam, MDS, BPATC Dr. Mehedi Masud, Director, BPATC	800000/-

6.2.2 Research Report Approval

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

The BRC approved five research reports in the financial year 2023-24. Table 6.2 below lists the titles of the approved research reports and the financial year they belong to.

Table 6.2: *Approved Research Reports*

SL	Title of Research	Financial Year of the Research
1.	Developing ten case-studies as training materials for Advanced Course on Administration and Development (ACAD) of BPATC	2020-2021
2.	Socio-Economic Status and Job Preferences: A Trend Analysis of BCS Officials	2021-2022

SL	Title of Research	Financial Year of the Research
3.	Training Needs Assessment of Foundation Training Course participants	2021-2022
4.	Assessment of Effectiveness of Attachment Programme of Foundation Training Course of Bangladesh Public Administration Training Centre	2022-2023
5.	Developing case for Senior Staff Course conducted by BPATC	2022-2023

6.2.3 Policy Brief and Dissemination of Research Findings

The Research branch of the Centre prepares Policy brief in every year since financial year 2021-2022 for disseminating the research findings among the concern stockholders. Consequence of which, in the financial year 2023-2024, the branch published a policy brief describing the key findings and implications from six researches completed in the previous financial year, 2022-2023. The policy brief is available in printed and online Versions. Furthermore, six dissemination seminars were organized during the financial year 2023-2024 where findings from researches were disseminated and discussed elaborately. Officials from relevant ministries, divisions and organizations attended the seminars and participated in the discussion. Reports of all completed research, including the policy brief, are uploaded onto the Centre's e-repository.

Issue No. 03, 2022-2023

BPATC **POLICY BRIEF**

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

www.bpatc.gov.bd

This policy brief is made of the contents provided by the researchers whose research works were completed in the financial year 2022-2023. Six research works were completed in that financial year. Full reports of the research works can be accessed on http://dspace.bpatc.org.bd:8080.

ADMINSTRATIVE REFORMS: PAST REVIEW AND CURRENT PRACTICES IN BANGLADESH

[Researchers: Dr. Md. Zohurul Islam & his team]

[Photo Source: Internet]

The Research Issue

Bangladesh Public Administration has experienced a number of paradigm shifts initially started with rotating the focus on a citizen-friendly administration to the contemporary concept of technology driven innovative public service delivery. Soon after independence of the country, Bangabondhu Sheikh Mujibur Rahman- the Father of the Nation, underlined times and again the importance of service delivery oriented and accountable of civil service with a clear view to replace the colonial bureaucracy. Presently, the development agenda of the government, such as- 'March towards Prosperity', including many unconventional and innovative initiatives offer focus on efficient, service-oriented, open and hassle-free administration; at the same time, Government wanted to micro-restructuring in the civil service. Three bodies worked exclusively about the pay structure of the civil service. The rest dealt with some specific issues, such as recruitment and promotion.

However, a thorough review on the reform initiatives, including scrutiny on the relevant suggestions laid down in different reform reports yet to find any systematic study. As there remain a number of reform endeavors carried out by different commissions and committees, it is equally important to capture the trend of implementation of public administration reform-recommendations in Bangladesh. This is also a matter of interest to study how those suggestions and subsequent reform initiatives are relevant to offer good governance and better service delivery. This research work is an exploratory one, by nature. The overall objective of the study is to review the reform initiatives in Bangladesh Public Administration and to capture the trend of public administration reform in the country. In particular, the research objectives are to: 1. review post independent public administration reform initiatives and its status of implementation; 2. examine the current practices of good governance and focus of public administration reform; 3. identify future requirement & change actions for better public service delivery and 4. Finally, to provide policy suggestions for public administration reforms in Bangladesh.

Methods

This study considers a multistage random sampling from a population (civil servants) working at both levels central and local level of public administration. All levels of government staff are involved with administrative process. Thus, this study is considered ministerial and local level public administration. Due to COVID-19 and time frame of research we considered convenient random sampling as a method of sampling. Data were collected using both quantitative and qualitative research techniques. A

6.3 COMPILATION OF ANNUAL REPORT.

The Research Branch is responsible for preparing the Centre's annual report. It gathers information from the various wings and branches of the Centre to draft the manuscript. This draft is then edited by the annual report's editorial team. The publication branch handles the printing process. The annual report for the financial year 2022-2023 was published on schedule, with printed copies distributed to BOD members, ministries, field offices, and heads of various government and semi-government organizations. Additionally, a digital version of the report was made available on the Centre's website.

6.4 APA ACHIEVEMENT

The Annual Performance Agreement (APA) achievement of the Research Branch during the FY 2023-2024 is shown in Table 6.3.

Table 6.3: *Achievement of APA by Research Branch in Financial Year 2023-2024.*

Sl. No.	Activities	Target (Extra Ordinary)	Achievements
1	Approval of research proposals for the financial year 2024-25	By 20 June 2024	Research proposals for the financial year 2024-25 were approved by the Rector in a file on 30 May 2024 and an office order was issued on 30 May 2024
2	Approval of research reports taken in previous financial years	Five research reports	The 64th BRC meeting held on 28 May 2024 approved five research reports completed in the financial year 2023-24..
3	Publishing approved research reports in the e-repository	Five research reports	Five approved research reports published in the Centre's e-repository.
4	Publication of a policy brief on the completed research reports	30 December 2023	A policy brief on the completed research reports was published on 05 October 2023.
5	Holding a dissemination seminar on completed research reports	Key Findings of Five Research Report	Six dissemination seminars on completed research reports was held during financial year 2023-2024.
6	Impact Analysis of a Core Course of BPATC	15 June 2024	A draft report of Impact Analysis of SSC of BPATC was submitted on 15 June 2024.

6.5 PUBLICATIONS IN THE FINANCIAL YEAR 2023-24

BPATC publishes a number of documents every year; prominent among these are Bangladesh Journal of Public Administration (BJPA) and Bangladesh Lok Proshashon Potrika (BLPP). Other publications include newsletter, annual training calendar, annual report, special editions of journals etc.

The following Table lists the reports and publications that were published under the reporting year 2023-24.

Table 6.4: *List of Publications for the Financial Year 2023-2024*

SL	Name of Publications	Number of Publication	Number of Copies of each Publication	Total Number of Copies Published during the year
a.	BPATC Training Calendar (2024-25)	01	500	500
b.	RPATC's Training Calendar (2024-25)	01	1000	1000
c.	Annual Report (2022-23)	01	300	300
d	Bangladesh Journal of Public Administration (BJPA) Volume 30 Number 2 2022	01	700	700
e.	Bangladesh Journal of Public Administration (BJPA) Volume 31 Number 1 2023	01	700	700
f.	বাংলাদেশ লোক-প্রশাসন পত্রিকা (দ্বাবিংশতিতম বর্ষ সংখ্যা)	01	300	300
g.	BPATC Newsletter (April- June, 2023)	01	300	300
h	BPATC Newsletter (July-September, 2023)	01	300	300
i	BPATC Newsletter (October-December, 2023)	01	300	300
j	BPATC Newsletter (January-March, 2024)	01	300	300

6.6 REVENUE FROM SALES OF PUBLICATIONS

In order for a wide circulation of the Centre's publications, different reports and books were sent to different districts and upazilas of the country. Money received from the sale of these publications was forwarded to the Finance Section of the Centre.

6.7 ACHIEVEMENT OF APA OF PUBLICATION BRANCH OF FY 2023-24

The achievements of publication section in terms of Annual Performance Agreement (APA) 2023-2024 is shown in the table below:

SL	Activities	Target (Extra Ordinary)	Achievements
1	Publication of BJPA Vol: 30 no.2, 2022	By 02nd May 2024	BJPA Vol: 30 no. 2, 2022 was published both online and printed copy on 02nd May 2024.
2	Publication of BJPA Vol: 31 no.1, 2023	By 08th July 2024	BJPA Vol: 31 no. 1, 2023 was published both online and printed copy on 08th July 2024.
3	Publication of Bangladesh Lok-Proshashon Patrika (22th Borsho Sogkha)	By 02nd July 2024	Bangladesh Lok-Proshashon Patrika (22th Borsho Sogkha) was published both online and printed copy on 02nd July 2024.
4	Publication of Newsletter (April- June/2023)	By 08th October 2023	Newsletter (April-June/2023) was published both online and printed copy on 08th October 2023.

SL	Activities	Target (Extra Ordinary)	Achievements
5	Publication of Newsletter (July-September/2023)	By 14th December 2023	Newsletter (July-September/2023) was published both online and printed copy on 14th December 2023.
6	Publication of Newsletter (October-December/2023)	By 25th May 2024	Newsletter (October-December/2023) was published both online and printed copy on 25th May 2024.
7	Publication of Newsletter (January-March/2024)	By 10th June 2024	Newsletter (January-March/2024) was published both online and printed copy on 10th June 2024.
8	Publication of BPATC Training Calendar (2024-25)	By 11th July 2024	BPATC Training Calendar (2024-25) was published both online and printed copy on 11th July 2024.
9	Publication of RPATC Training Calendar (2024-25)	By 09th July 2024	RPATC Training Calendar (2024-25) was published both online and printed copy on 09th July 2024.

6.8 ICT SECTION FOR PREPARATION OF ANNUAL REPORT OF THE CENTER FOR THE FINANCIAL YEAR 2023-24

The Bangladesh Public Administration Training Centre (BPATC) has six divisions, under which the ICT Division plays a crucial role in the implementation of e-Governance.

6.8.1 Activities carried out in the fiscal year 2023-24:

⇒ An "ICT Roadmap" for BPATC's 10-year term has been developed and approved by the Rector. The "ICT Roadmap" has been uploaded on the BPATC website.

⇒ **ICT Roadmap: Short-term Plan (1-2 years)**

1) Hardware, networking, and internet systems
2) Software and online management
3) Training and manpower

⇒ **ICT Roadmap: Medium-term Plan (3-5 years)**

1) Hardware, networking, and internet systems
2) Software and online management
3) Training and manpower

⇒ **ICT Roadmap: Long-term Plan (6-10 years)**

1) Hardware, networking, and internet systems
2) Software and online management
3) Training and manpower

⇒ 20% of the short-term plans of BPATC's IT Master Plan have been implemented.

⇒ A fiber optic backbone network was used to bring Wi-Fi coverage to the 15-story dormitory. Wi-Fi has also been expanded to the new areas of the office building. Wi-Fi systems in dormitories, libraries, ITC buildings, and other training areas are regularly maintained. Framework agreements have been made to extend the fiber/cable network to install modern Wi-Fi systems in the ITC building and central auditorium. As a result, all officials, employees, and trainees can use both Local Area Network (LAN) and Wi-Fi systems as needed.

⇒ The network management system (Microsoft System Center, Active Directory, Security System, etc.) has been enhanced.

⇒ Active Directory and Microsoft System Center have been installed for faculty and trainees.

⇒ Under BPATC's Enterprise Resource Planning (ERP), CTMS software has been customized and implemented for the foundational training course. Combined results for the foundational training course are being prepared using CTMS. Additionally, Online Registration Approval System, 75th FTC Daily schedule update, E-mail & SMS notification, and daily session handout upload options have been enabled. In addition Trainees can download handouts and upload assignments using this Software

⇒ The BPATC website (www.bpatc.gov.bd) has been added to the National Web Portal. Previous content/documents have been updated with enriched information in both Bengali and English. All internal notices, office orders, minutes, recent events, video tutorials, etc., are regularly published on the website.

⇒ Data migration from the MoPA database to BPATC ERP/software trainee officer data (PPMC, SSC, SAC, FTC, etc.) is ongoing to simplify online registration and training processes.

⇒ 20 user accounts of Zoom Education Licensed Software have been purchased and are being used for online training and meetings/seminars.

⇒ CCTV/IP cameras have been installed in classrooms and important areas for direct monitoring of ongoing training activities and classroom instruction. Necessary IT support for CCTV is provided.

⇒ Technical support for the implementation of e-GP activities at BPATC is ongoing.

⇒ To ensure uninterrupted high-speed LAN and Wi-Fi services, 500 Mbps bandwidth is used from BTCL. Additionally, to maintain uninterrupted internet service when BPATC's line is down, 500 Mbps bandwidth is used from a private organization. This ensures smooth and transparent access to uninterrupted internet bandwidth for BPATC's central network devices and servers.

6.8.2 Planned activities for the fiscal year 2024-25:

Hardware, Networking, and Internet Systems:

1) Single ID Card System (ID Card, Library, Payment, etc.)

2) Central Content Display Management System (CCDMS)

3) Digital Podium Solution (Faculty, Guest Speakers, etc.)

4) Smart Conference Room Solution (Management, BOD Members, Faculty, using Zoom, Google Meet, Cisco Webex, or other proprietary systems/software for remote digital device meetings and conferences)

5) Office Room Automation (Automatic control of lights, fans, AC, etc.)

6) Smart Classroom (Smart and interactive boards with CPU, multi-use boards, etc.)

7) Installation of IP PABX System (on a trial basis)

8) New laptops for FTC participants

6.8.3 Software and Online Management Systems:

1) Inclusion of new software in BPATC ERP:

   ⇒ e-Clinic Management System

   ⇒ e-Recruitment Systems / HR Management

   ⇒ e-Research and Publication

2) Upgradation of BPATC ERP (Office Automation-7 Customized Software):

   ⇒ Personnel Management Information System (PMIS)

   ⇒ Computerized Training Management System (CTMS)

   ⇒ Store Management System (SMS) with Barcode

   ⇒ Accounts and Finance Management System (A&FMS)

   ⇒ Transport Management System (TMS)

   ⇒ Dormitory Management System (DMS)

   ⇒ Computer Equipment Management System (CEMS)

3) BPATC Virtual Tour

4) Upgradation of e-Library System (Software and Hardware-Scanner, e-Book, RFID, modern kiosk in library, online UPS, etc.)

5) Scanning of rare books and documents in BPATC Library

6) e-Journal System and Repository

7) Inclusion of a barcode system for ICT devices, sound systems, PA systems, furniture, etc.

8) Upgradation of online payments (bus tickets, transport, medical, swimming pool fees, etc.)

9) Turnitin (plagiarism software) for faculty and participants (FTC, SAC, SSC, PPMC, SFTC, etc.)

10) Ensuring remote access service to e-Resources

11) Preparing stock database for AVR Division

12) Online publication of BPATC periodicals (Bangla Journal), such as BJPA and BPATC Newsletter

13) Training for IT staff and users (4IR, Smart Bangladesh, online training, network management, ERP, smart classroom, etc.).

CHAPTER SEVEN

Library and Training Aid

Enriching the library through collection of quality books and digitalization is emphasized. Moreover, classrooms are equipped with sophisticated equipment for facilitating the achievement of the training goals.

Figure 1: *Faculty members using library for their capacity building.*

7.1 INCREASED SEARCH ABILITY USING ONLINE CATALOGUE AT BPATC LIBRARY

BPATC Library uses integrated software for membership, cataloguing, check-out and check-in of library materials, report generation etc. A total of 674 new book titles have been added in this software which are now searchable online through library website (library.bpatc.org.bd). During 2023-2024, the total online searchable titles of BPATC library including RPATC Libraries stood to 56,222 titles and 1,00,524 copies of books.

Institutional Repository

BPATC Digital Institutional Repository (dspace.bpatc.org.bd) has 989 scanned books, reports, souvenirs, newsletters and other publications up until June 2024. More than 14,824 pages of books, BPATC publications and government documents were scanned and uploaded in this repository in this year. All uploaded documents are accessible from any part of the world.

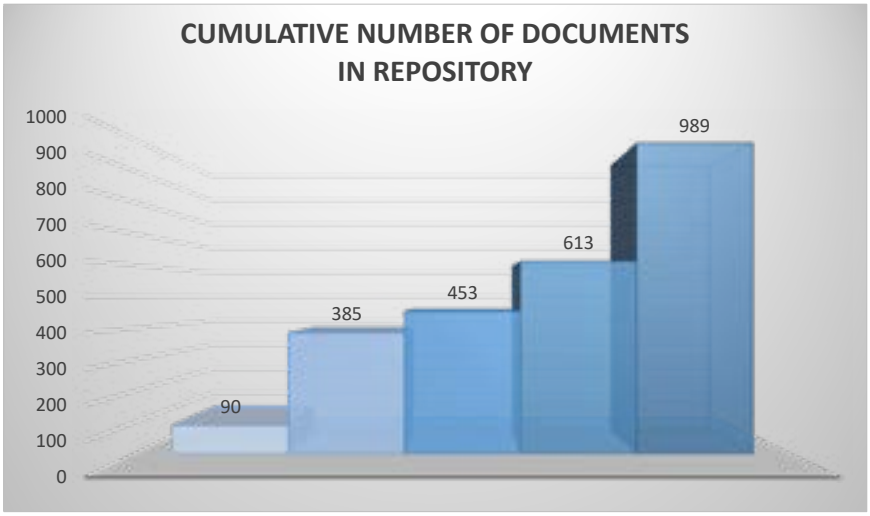


Figure 2: *Cumulative Number of Documents in Repository*

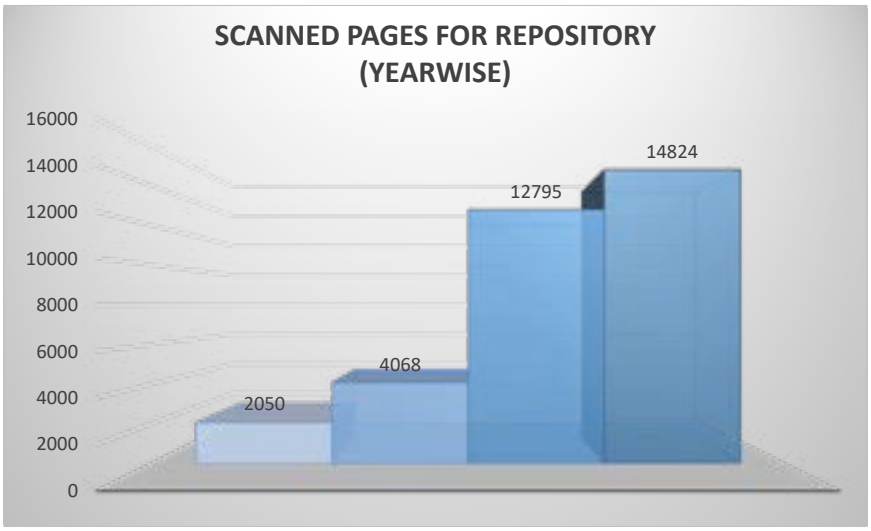


Figure 3: *Scanned Pages for Repository*

7.2 ONLINE PHOTO ARCHIVE

An online photo archive has been developed in 2022 to publish and archive audio, video and still pictures of different events of the Centre. During this period more than 6000 still photos and videos have been uploaded here (photo-archive.bpatc.org.bd).

7.3 E-BOOK CORNER

During 2022, the mini computer lab located on the first floor of BPATC library has been transformed into an eBook Corner. Calibre, an open source ebook management software has been installed in all the computers of this lab to facilitate reading of ebooks. As of now, there are 201 books served in this software.

7.4 JOURNALS PORTAL

In 2023-2024, Bangladesh Lok Proshason Patrika (বাংলাদেশ লোক-প্রশাসন পত্রিকা) and Bangladesh Lok Prosshason Samoyiki (লোক-প্রশাসন সাময়িকী) become online with some old issues using the same journal platform of bjpa in library server. The home page web address become journals.bpatc.gov.bd (previously it was

bjpa.bpatc.gov.bd). Three journals including the above mentioned two journals of the centre are published regularly in this portal. BPATC Library maintains the server as well as the portal. Web addresses of the three journals are mentioned below:

a. Bangladesh Journal of Public Administration
b. http://journals.bpatc.gov.bd/index.php/bjpa
c. বাংলাদেশ লোক-প্রশাসন পত্রিকা
d. http://journals.bpatc.gov.bd/index.php/blp
e. লোক-প্রশাসন সাময়িকী
f. http://journals.bpatc.gov.bd/index.php/lps

APA Achievement of Library

The achievements of Library and Training Aid (LTA) in terms of Annual Performance Agreement (APA) during 2023-2024 is shown in the table below.

Activities	Target (Extra Ordinary)	Achievements
Scanning documents	8000 pages	Scanning of 12795 pages and preparing softcopy documents and uploading on Institutional Repository
New Title entry	600 Titles	608 Title

Figure 4: *APA Achievement of Library during 2023-2024.*

Audio-Visual and Reproduction

The Audio-Visual and Reproduction (AVR) section is equipped with the latest equipment's to provide technological support in the academic sessions, seminars, workshops etc. of the Centre. Some other equipment for immersive audio/video experience have been procured during this year. New sound system was eastablished in Indoor Games Hall and the existing sound system of auditoriam was strengthened in 2023-2024. New display system setup in Rectors conference room and several class room.

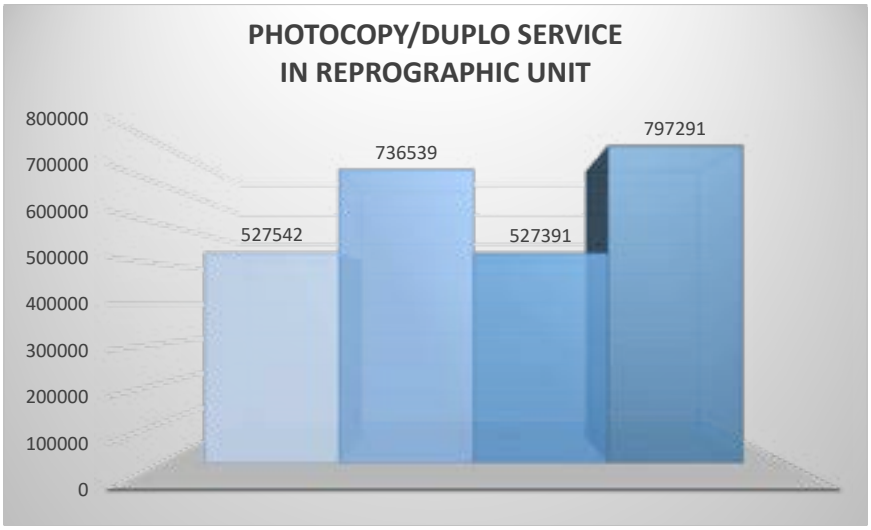


Figure 5: *Photocopy/Duplo Services*

CHAPTER EIGHT

Physical Conditioning and Games

8.1 INTRODUCTION

Physical Conditioning & Sports is essential and integral part of the different training courses conducted at BPATC. The Sports Department at BPATC boasts a range of facilities to cater to diverse athletic interests. A 2.2 km jogging track encircles the campus, perfect for morning or evening workouts. The indoor games hall, accommodating around 500 people, offers spaces for volleyball, badminton, and table tennis. For outdoor enthusiasts, there are football, lawn tennis, volleyball, basketball, badminton, and handball courts. The department also houses a swimming pool, dormitory gymnasium and common gymnasium. To complement the athletic activities, a physiotherapy center equipped with modern facilities and staffed by a full-time physiotherapist has been established. These facilities collectively provide a comprehensive environment for physical fitness and sports at BPATC. Positive and active participation in the physical exercise sessions early in the morning and games in the afternoon is compulsory for all Core and Special Course participants, i.e. FTC, SFTC, ACAD, SSC & PPMC. The main objectives of physical exercise and sports activities at BPATC are to enhance the overall well-being of trainees. Regular physical exertion improves physical fitness, stamina, and endurance, essential qualities for public administrators dealing with demanding roles. Sports foster teamwork, leadership, discipline, and a competitive spirit, vital attributes for effective public service. Additionally, physical activity helps reduce stress, improve mental clarity, and promote a healthy work-life balance, contributing to the holistic development of future administrators.

The details of different conditioning programs rendered to different courses of the centre in the financial year 2023-2024 are outlined in the following sections:

8.1.1 Physical Conditioning and Sports for the Participants of the FTC

The Foundation Training Course at BPATC incorporates a robust physical conditioning and sports program. Participants undergo regular physical training to enhance strength, stamina, and flexibility. A variety of sports, both individual and team-based, are offered to foster teamwork, leadership, and discipline. Beyond physical fitness, these activities promote mental well-being, stress management, and character building. The program is designed to equip future administrators with the physical and mental resilience required for effective public service. Participation in Physical Conditioning early in the morning and Sports in the evening is mandatory for FTC participants. The four team sports that FTC participants actively participate in during the games sessions are football, volleyball, handball, and basketball. However, female participants also participate in sports including badminton, volleyball, and handball. Additionally, participants—male and female—have the opportunity to optionally practice weight training, chess, carom, and table tennis.

Two FTC were held in the training year of 2023–2024, and another FTC is now underway. A total of 602 people engaged in various physical activities during the 75th FTC.

FTC participants attending various physical activities and sports as part of their training. under four pictures.

The participants were split into 02 (two) sides, with each side further subdivided into 06 (six) male groups and 03 (three) female groups. Depending on the number of male and female participants for the physical conditioning in the morning, there were a total of 15 (fifteen) groups on both sides. The participants in the evening sessions were also divided into two groups, "Doyel" and "Shapla," with each group being made up of 08 (eight) groups of men and 03 (three) groups of women. This resulted in 16 (sixteen) teams for men and 06 (six) teams for women, for a total of 22 (twenty-two) groups on both sides. The day before the closing-day event at the 76th FTC, a friendly volleyball match between the participants and faculty members was arranged. Prizes are awarded to the champions of various sports contests. The Rector of the centre took part in the competition and gave out prizes to the victors.

8.1.2 Physical Conditioning & Sports for the ACAD Participants

In the training year of 2023–2024, seven (07) Advanced Courses on Administration and Development (ACAD)—141st, 142nd, 143rd, 144th, 145th, 146th, and 147th—were held. Sessions on sports and physical conditioning involved 263 people in total.

Early in the morning, the ACAD participants engaged in physical activity, such as stretching, walking, yoga, meditation, and other therapeutic and physical exercises aimed at preventing degenerative diseases. Additionally, exercise was performed to address musculoskeletal issues. Depending on their individual interests, participants participated in a variety of sports during the evening session, including swimming, table tennis, badminton, volleyball, and tennis. Prizes were given out to the participants in a Friendly Volleyball Match between the ACAD participants and the faculty at the conclusion of the courses.

Mr. Sayeed Mahbub Khan, Rector, BPATC is distributing prizes to the players during a Friendly Volleyball Match organized Participants' vs Faculty team.

8.1.3 Physical Conditioning & Sports for the SSC Participants

BPATC conducted 05 (five) Senior Staff Courses (SSC) in 2023-2024. A total of 158 participants from the 108th, 109th, 110th, 111th, 112th SSC's took part in Physical Conditioning and Sports. The participants took part in stretching, morning walk, yoga, meditation and different types of physical and therapeutic exercises with the sole aim of preventing degenerative processes and delaying aging. They usually participated in Volleyball, Tennis, Badminton, Table Tennis and they also practiced Swimming as per their personal choice and interest. At the end of each course, a friendly Volleyball match was organized between participants and the faculty, and prizes were distributed among the participants.

8.1.4 Policy, Planning and Management Course (PPMC)

In the year 2023-2024, one (01) PPMC conducted by the BPATC. In the 24th PPMC, total 20 participants attended the course. They participated in the morning and afternoon games sessions. There were friendly volleyball matches between faculty members & participants teams at the end of the course; prizes were distributed among the faculty members & participants.

Rector of the Centre, Mr. Sayeed Mahbub Khan (Present Rector) and Mr. Md. Ashraf Uddin, (Former Rector) are shaking hands with the players team before the friendly match.

8.1.5 Special Courses

BPATC organizes SFTCs for the officers of various departments upon request of the concerned departments. In the year 2023-2024, fifteen (15) SFTCs namely, 2nd SFTC for the Official of Anti-Corruption Commission (ACC) from 30/07/2023 to 27/09/2023, Foundation Refresher Course for the Bangladesh Forest Industries Development Corporation (BFIDC) Officials from 30/08/2023 to 05/09/2023, 7th SFTC for the Officials of Department of Registration (DoR) from 29/10/2023 to 27/12/2023, 8th SFTC for the Officials of Department of Registration (DoR) from 15/01/2024 to 14/03/2024, 9th SFTC for the Officials of Department of Registration (DOR) from 28/04/2024 to 01/07/2024, 1st SFTC for the Officilas of Bangladesh Computer Council (BCC) from 30/10/2023 to 28/12/2023, 2nd SFTC for the Officials of Bangladesh Computer Council (BCC) from 31/12/2023 to 28/02/2024, 17th SFTC for the Officials of Department Of Information and Communication Technology (DoICT) from 22/10/2023 to 12/12/2023, 18th SFTC for the Officials of Department Of Information and Communication Technology (DoICT) from 15/04/2024 to 13/06/2024, 1st SFTC for the Officials of Roads and Highways Department (RHD) from 14/01/2024 to 13/03/2024, 1st SFTC for the Officials of Dhaka Mass Transit Company Limited (DMTCL) from 28/01/2024 to 27/03/2024, 2nd SFTC for the Officials of Dhaka Mass Transit Company Limited (DMTCL) from 11/03/2024 to 16/05/2024, 5th SFTC for the Officials of Department Of Inspection for Factories and Establishments (DIFE) from 15/04/2024 to 13/06/2024, 3rd SFTC for the Officials of Dhaka Mass Transit Company Limited (DMTCL) from 27/05/2024 to 28/07/2024, 1st SFTC for the Officials of Ministry Of Information and Broadcasting (MoIB) from 19/05/2024 to 21/07/2024 were conducted by BPATC. A total of 515 participants attended those fifteen courses and successfully completed the courses. Participants in all SFTCs also enjoyed all physical activity facilities and sports like in other core courses.

8.2 ANNUAL SPORTS OF THE CENTRE

BPATC Annual Sports is a grand event showcasing the athletic prowess and camaraderie of its trainees and staff. Held annually, it features a diverse range of competitions including track and field, volleyball, badminton, and more. The event fosters teamwork, sportsmanship, and healthy competition, contributing to a vibrant campus life. Beyond the athletic contests, the annual sports serve as a platform for cultural performances and social gatherings, strengthening the BPATC community. The 36th Annual Sport of the Centre was held on Wednesday, 17 January, 2024. Senior Secretary of the Ministry of Public Administration, Mr. Mesbah uddin Chowdhury was presented at the Annual Sports of the Centre as Chief Guest. Mr. Ashraf Uddin, Rector (Secretary to the Govt.) of the Centre, inaugurated the Annual Sports. Dr. Md. Mohoshin Ali, MDS (P&S) and head of the Organizing Committee of the 36th Annual Sports along with all MDS's, Directors, all Officers and Staffs of the centre were present on that occasion. The event was spontaneous, participatory in a festive setting. A Total of 395 employees participated in the Annual Sports events. Out of 395 participants, 321 were male and 74 were female. A total of 61 events were in the sports. Mainly 42 track and field events where 07 events for two groups of boys and girls, namely 8 years (2 events), 10 years (2 events), 15 years (2 events) boys & girls; and one very interesting event was dress as you like. One of the most interesting events was the Volleyball and Mini Marathon for both groups (male & female) held on January 15, 2024 before the main event. One of the most exciting and competitive events was the relay race. Four (04) old divisions took part in that event.

One interesting event was a Tug of-wars in between the Rector's team and the Organizing Committee. There were four teams participating in the Volleyball competition, namely Padma, Magna, Jamuna and Surma. The team Surma became champion, and Padma secured the runner-up

position. One of the very prestigious events was the Mini Marathon. Mr. Md. Rohidul Islam, Mr. Md. Munsur Ali & Mr. Md. Jasim Uddin became 1st, 2nd & 3rd respectively. For females in the Mini-Marathon events, Ms. Sowkat Ara Khunom, Ms. Jaheda Begum and Ms. Asma Khatun secured 1st, 2nd & 3rd position respectively. At the end of the Sports Competition, Mr. Mohammed Mezbah Uddin Chowdhury, Senior Secretary of MoPA handed over the prizes to the winners.

CHAPTER NINE

Development Project

9.1 INTRODUCTION

9.1.1 Activities completed by the Project Division in the financial year 2023-2024:

The Project & Development wing completed numerous other projects in the previous fiscal year, and one of the ongoing projects is called "Enhancement of Training Capacity of BPATC," which aims to improve BPATC's training capabilities. The Project and Development Division, in connection with this project, conducted the following actions in the financial year 2023–2024:

9.1.2 Enhancement of Training Capacity of BPATC Project:

As an apex government training institution, BPATC has been playing an important role in human resource development of the government since its inception. But in view of inadequacy of infrastructural facilities, it was difficult for BPATC to impart foundation and other training to sufficient number of trainees. Moreover, every year the government is recruiting a large number of officers in various services and the demand for their training is increasing. But inadequate infrastructure and lack of training facilities have created a backlog in foundation training courses and other training courses. Foundation training courses for BCS (Health) and BCS (Education) cadre officers have to be conducted in other institutes due to inadequate infrastructure and lack of required number of faculty members in BPATC. Sometimes even foundation trainings that are supposed to be held at BPATC are organized in other institutes due to lack of proper infrastructural and logistic support.

In continuation of that, the project titled 'Enhancement of Training Capacity of BPATC' with total funding of The Government of Bangladesh (GoB) is under implementation for the period of January 2017 to June 2025 with a total estimated cost of Tk 120760.80 lakhs. In order to implement the said objectives, the project has been taken up with infrastructure facility to conduct the training program of 2500 officials in foundation training simultaneously at the center. The activities to be carried out under this project during the financial year 2023-24 are as follows:

Academic and Administrative Building of BPATC (Construction of 20-storied building with two basements) :

The casting work of the 6th floor with 2 basements of Academic and Administrative Building has been completed. And construction of a utility building is nearing completion.

Photograph of the construction work is being supervised by the Principal Secretary as well as the then Rector of the Center (right).

The newly appointed rector, Mr. Sayeed Mahbub Khan, is overseeing the overall development work of the 7th-story building.

Construction of 15-storied dormitory building:

The work of the 15-storied dormitory building has been completed and has already been handed over to the BPATC authority in last year. It has ensured residential facilities for 1000 trainees. Both FTC, ACAD and SSC participants are enjoying residential facilities in the dormitory.

Photograph: *The delegation of the Ministry of Public Administration is inspecting the newly constructed 15-storied dormitory building.*

Construction of a 5-story cafeteria building::

Upto 4th floor of the 5 storied cafeteria building construction has already been completed. The remaining work will be completed within the stipulated time. This cafeteria will ensure 2500 participants take meals at a time. at a time. It has the provision of smart kitchen where all the cooking and washing activities will be done automatically.

Photograph: *Cafeteria building under construction.*

Construction of 02 Storied Rector's Bungalow:

Casting work of second floor of 02 Storied Rector's Bungalow has been completed. All the building works will be completed very soon. A highly sophisticated modern Bungalow for the head of this institution is at the finishing stage under this project. It is located at the bank of BPATC lake.

Photograph: *IMED representative and Project Director (PD) monitoring quality of the ongoing work of Rector's Bungalow.*

Action plan to be undertaken in the financial year 2024-2025:

The action plan to be undertaken in the financial year 2024-2025 under the Project and Development Department includes monitoring the implementation schedule of the currently ongoing project components and formulation of a new Project Proposal (DPP) by the Project and Development Department. Below is the action plan of the ongoing project:

Development Wing:

A. Formulation of New Projects:

Technical Assistant Project Proposal (TAPP) on Enhancement Capacity and Professionalism of the Faculty Members of BPATC for Fiscal Year 2024-2025 with a view to sending it to JICA approval has been sent to the Ministry of Public Administration.

In order to increase the capacity of BPATC, the following 07 projects will be formulated, approved and processed by the Project and Development Department in the future.

a) Curriculum and faculty development projects for BPATC courses;

b) Expansion and Modernization Project of RPATC, Dhaka;

c) Rajshahi, RPATC, Modernization Project,

d) Khulna, RPATC, Modernization Project

e) Sylhet, Barishal, Rangpur and Mymensingh RPATC construction projects;

f) Cox's Bazar 2nd Campus Construction Project of BPATC and

g) BPATC Residential and Training Support Facility Enhancement Project

3D Design of Main Gate of BPATC

Photograph of substation building constructed under Enhancement of Training Capacity of BPATC project.

IMED inspecting the quality of the construction work of Bangabandhu Sheikh Mujib Academic and Administrative Building.

A delegation from the Ministry of Public Administration is inspecting the construction work of Bangabandhu Sheikh Mujib Academic and Administrative Building.

IMED representative inspecting the quality of construction of Rector's Bungalow.

CHAPTER TEN

Finance

10.1 INCOME AND EXPENDITURE OF BPATC

The Finance Section was as under the administration wing and responsible for all kinds of budgetary activities of the centre. This section maintains all kinds of financial records as well. Deputy Director (Finance) works as the drawing and disbursing Officer in favor of Rector who coordinates and supervises all financial activities.

The Centre maintains its accounts according to the Govt. rules, regulations, circulars and BPATC Act 14 November 2018. Payments of pay and allowances of all officers and staff are made by a consolidated statement prepared on the basis of respective pay bill and send to Sonali Bank, PATC Branch.

Now a days every bill is to be delivered within 24 hours. The finance team has maintained its all record digitally. As ERP (Enterprise Resource Planning) software is introduced here for the first time, An iBAS++ software is introduced here for the second time, so this time all the financial records are maintained in ERP & iBAS++ software and in manual system as well. All the employee gets their salary by EFT. This is a paperless salary disbursement system. All of the employee can visualize their salary and other financial statements from his ERP & iBAS++ account.

The fund of the Centre is raised from the following sources:

a)	Grants made by the Government
b)	Sale proceeds and royalties accruing from the property owned by the Centre and
c)	Receipts from any other sources

INCOME & EXPENDITURE OF THE CENTRE

A detailed account of the income and expenditure that took place during the financial year (1 July, 2023 to 30 June, 2024) is available in the following table.

Table 10.1: Comparative Statement of Income & Expenditure of the Financial Year 2023-24

Code no	Income		Expenditure			Remarks
	Name of Source (Govt. Grants)	F Year 2023-24	Code no	Name of Head & Sub-head (Govt. Grants)	Expenditure of 2023-24	
1	2	3	4	5	6	7
3631101	Pay of Officers	63000000	3111101	Pay of Officers	55,225,219	
3631102	Pay of establishment.	75000000	3111201	Pay of Establishment.	66,756,104	
3111352	Special benefit	7000000	3111352	Special benefit	6,716,209	
3631102	Allowances	108400000		**(A) Total of pay**	**128,697,532**	
3631103	Supply & servicing capital	885700000	3631103	**(B) Allowances**		
3631104	Pension & retierment benefit	33200000	3111301	Charge allowance	127,551	
3631107	Special grant	5000000	3111302	Conveyance Allowance.	1,086,947	
3631108	Research grant	10000000	3111306	Education Allowance	1,812,566	
3631199	Others grant	1000000	3111310	House Rent Allowance.	46,446,526	
3632102	Machinaries grant	17000000	3111311	Medical Allowance	7,493,245	
3632103	Vehicle grant	10000000	3111312	Mobile Allowance	310,950	
			3111313	Residencial Telephone allowance	108,560	
3632105	Information & communication Techonology grant	100000000	3111314	Tiffin Allowance	746,542	
3632106	Others Capital grant	4700000	3111316	Washing Allowance	219,550	
			3111325	Festival Allowance	18,966,890	
			3111327	Overtime	3,608,228	
			3111328	Recreation Allowance	2,004,430	
			3111329	Training Allowance	1,391,462	
			3111331	Entertainment Allowance	53,940	
			3111332	Honorarium Allowances	1,530,000	
			3111335	Bangla Nabrarsha Allowance	1,910,767	
			3111339	Cook Allowance	192,000	
			3111340	Security Allowance	16,000	
					88,026,154	
				(C) Total of Pay & Allowances (A+B)	**216,723,686**	
				(D) Administative Cost		
			3211102	Washing & Cleaning	3,116,035	
			3211104	Contingent Stuff/Institution	321,712,686	
			3211106	Entertainment Expenditure	1,519,822	

Code no	Income		Expenditure			Remarks
	Name of Source (Govt. Grants)	F Year 2023-24	Code no	Name of Head & Sub-head (Govt. Grants)	Expenditure of 2023-24	
			3211109	Labor wages	40,597,051	
			3211110	Legal Expenses	300,000	
			3211111	Seminar & Conference	3,424,000	
			3211112	International Subscription	10,000	
			3211113	Electricity	41,780,663	
			3211117	Internet/Fax/Talex	3,439,958	
			3211119	Postal		
			3211120	Telephone Expensive	322,528	
			3211125	Advertisement Exp.	939,687	
			3211127	Books & Journals	1,450,169	
			3211128	Publication	1,157,600	
			3211135	Recruitment Examination	2,182,259	
			3231301	Training	171,909,990	
			3243101	Petrol, Oil & Lubricant	30,218,069	
			3243102	Gas	3,290,786	
			3244101	Traveling Expensive	4,921,208	
			3252101	Bading		
			3252109	Medicine and antidote	4,188,798	
			3253103	Security service collection	10,226,530	
			3255101	Computer materials (Print & Stationary)	4,516,154	
			3255102	Printing and binding (Print & Stationary)	1,129,242	
			3255105	Others Stationary	11,402,020	
			3256106	Uniform	1,227,318	
			3256107	Sports materials	3,525,700	
			3257105	Innovation	102,500	
			3257206	Honorarium Expenses	5,253,445	
			3257301	Festival/festivities	11,482,582	
			3258101	Vehicles (Maintenance)	10,749,775	
			3258102	Furniture	410,085	
			3258103	Computer	26,600	
			3258104	Office Equipments	614,477	
			3258105	Others Machine & equipments	3,615,705	
			3258106	Residential building	2,775,985	
			3258107	Non-Residential building	11,681,776	
			3258108	Other buildings and structures	1,580,334	
			3258126	Telecommunication equipment		
			3258140	Maintenance of officers motor car	4,781,667	
				(D) Total Supply & Service	721,583,204	

Code no	Income		Expenditure			Remarks
	Name of Source (Govt. Grants)	F Year 2023-24	Code no	Name of Head & Sub-head (Govt. Grants)	Expenditure of 2023-24	
			3631104	Pension & retierment benefit		
			3731103	Grand for Pension Fund	29,834,224	
				(E) Total of Pension & retierment benefit	29,834,224	
			3631107	Special grant		
			3721102	Social Welfare grant	5,000,000	
				(F) Total of Special grant	5,000,000	
			3631108	Research grant		
			3257103	Research expenditure	7,858,735	
				(G) Total of Research grant	7,858,735	
			3631199	Others grant		
			3821102	Land development tax	382,242	
				(H) Total of others grant	382,242	
			3632102	(I) Equipment grant		
			4112310	Office Equipment (Machinary purchase)	10,183,757	
				(I) Total of Vehicle purchase grant	10,183,757	
			3632103	(j) Vehicle purchase grant		
			4112101	Vehicle purchase	139,590	
				(J) Total of Vehicle purchase grant	139,590	
			3632105	(K) Information & communication Techonology grant		
			4112201	Information Communication Technology Equipment	39,807,750	
			4112202	Computer & Others	1,442,080	
			4113301	Computer Software	2,948,555	
				(K) Total of Information & communication Techonology grant	44,198,385	
			3632106	(L) Others Capital grant		
			4112314	Furniture purchase	808,633	
			4113102	Tree, Crop, Plant Resources	333,625	
				(L) Total of Others Capital grant	1,142,258	
	Total Grant	1320000000		Total Exp. (A to L)	1,037,046,081	
				Closing Balance	282,953,919	
	Grant Total	1320000000		Grand Total	1,320,000,000	

CHAPTER ELEVEN

Annual Performance Agreement (APA) of BPATC

Annual Performance Agreement (APA) of BPATC

Like other government institutions, BPATC also runs its functions under the directives of Annual Performance Agreement (APA). As the supervising entity, the Ministry of Public Administration (MOPA) monitors and guides the achievements of BPATC's targets incorporated in the APA. The centre engages the best efforts to fulfil the APA targets each year in a due manner. Eventually, the targets are determined at the beginning of every financial year to upgrade the quality of the service of the centre as well as to expedite the different ongoing and regular key activities. There is a special committee formed by MOPA to examine the APA status of BPATC from time to time all the year round. The committee is generally known as the 'APA Expert Pool' of MOPA.

APA (FY 2023-24)

The Annual Performance Agreement (APA) for the financial year of 2023-24 between the Ministry of Public Administration (MOPA) and Bangladesh Public Administration Training Centre (BPATC) was signed on 21 June 2023. On behalf of the ministry Senior Secretary, MOPA and from the BPATC corner Rector signed the final edition of APA (2023-24).

BPATC has obtained 3rd Place in the APA Achievement of FY- 2023-24 Countrywide

In the introductory sections of the APA, prospective achievements, challenges, and tentative plans are included to guide the overall strategy to implement the APA of the centre. In addition, areas of performance, and functions were described explicitly to streamline the key indicators and objectives.

APA Achievements in FY 2023-24

In the financial year of 2023-24, BPATC succeeded to secure a total of 99.21 within the scale of 100. The total marks of APA (100) were mainly divided into two segments; 70 marks were allocated for the Strategic Objectives (কৌশলগত উদ্দেশ্য) and the rest of the marks (30) was allocated for the Compulsory Strategic Objectives (আবশ্যিক কৌশলগত উদ্দেশ্য). BPATC scored 69.81 in the first section and 29.40 in the latter.

The Strategic Objectives section underpinned the major activities of the centre, such as regular training programs, the progress of projects, administrative functions, research, publications, and so on. These pivotal areas were covered under various titles, namely- Enhancing the Competency of the Government Officials through Core Courses (25 marks), Development of the Organizational Capacity (20 marks), Research and Publication Activities (15) and Improving the Competency of the Human Resources through Seminar, Conference, Workshop and Training (10 marks). On the other hand, the Compulsory Strategic Objectives section contains 30 marks under the performance arena of Enhancing Good Governance and Reformative Activities. The major functions of this area are (a) Implementing the Integrity Strategy, (b) Execution of E-governance/Innovation Workplan, (c) Implementing

the Right to Information Strategy, (d) Implementing the Workplan of Grievance Redress, and (e) Implementing the Citizen Charter of the centre.

BPATC's APA achievements in the financial year 2022-23 and 2023-24 are presented in the following charts for a better depiction:

Table 11.1: *BPATC's APA Score- out of 100*

Head of APA Assessment	Total Marks Allocated	Achievements of BPATC (2022-23)	Achievements of BPATC (2023-24)
Strategic Objectives	70	67.65	69.81
Compulsory Strategic Objectives (Enhancing Good Governance and Reformative Activities)	30	29.86	29.40
Total Marks	**100**	**97.51**	**99.21**

It is worth noting that BPATC secured fourth position among the eight organizations of the Ministry of Public Administration in the overall APA performance assessment in the fiscal year of 2023-24.

Table 11.2: *BPATC's APA Score (sub-head wise)- out of 100*

Head of APA Assessment	Sub-head of APA Assessment	Total Marks Allocated	Achievements of BPATC (2023-24)
Strategic Objectives	Enhancing the Competency of the Government Officials through Core Courses	25	25
	Development of the Organizational Capacity	20	19.81
	Research and Publication Activities	15	15
	Improving the Competency of the Human Resources through Seminar, Conference, Workshop and Training	10	10
Compulsory Strategic Objectives (Enhancing Good Governance and Reformative Activities)	Implementing Integrity Strategy	10	9.4
	Execution of E-governance/Innovation Workplan	10	10
	Implementing Right to Information Strategy	03	03
	Implementing the Workplan of Grievance Redress	04	04
	Implementing the Citizen Charter	03	03
Total Marks		**100**	**99.21**

Future Plan:

BPATC has a well-defined future plan to enhance its capacity as well as the standard of the existing services. The prime aim of BPATC is to become an ideal institution capable of organizing regular international training programs and inviting trainees from different parts of the world. Besides this target, the centre will strive to implement the master plan accordingly, to enhance the training capacity of BPATC. Steps will be taken to upgrade the organogram, establish regional centres in the four divisions (i.e., Mymensingh, Sylhet, Barishal and Rangpur), upgrade existing training curriculum, design new content for short courses to offer timely training for the government officials.

Potential Achievements in the FY 2024-25:

1. Organize Foundation Training Course (FTC) for 605 apprentices of Bangladesh Civil Service, Advanced Course on Administration and Development (ACAD) for 120 Deputy Secretaries/equivalent Officials from Foreign, Police and Defence Services, Senior Staff Course for 90 Joint Secretaries/equivalent Officials from Foreign, Police and Defence Services. Train at least 250 trainees through the Policy Planning and Management Course (PPMC), Special Foundation Training Course (SFTC), and Training of Trainers (TOT). Conduct and disseminate five research projects on Public Administration and Development.
2. Design a number of contents to offer new short training programs for the officials both from public and private sector.
3. Translating core courses' curricula English to Bangla for enhancing useability. In addition, curriculum will be updated and upgraded following the necessity of time.
4. Ensure 60% completion of the 'BPATC's Training Capacity Enhancement Project.'
5. Publish two editions of BJPA (peer-reviewed journal of BPATC) with quality papers.
6. Organize short training programs in different districts for the guest resource persons who regularly conduct training sessions in BPATC's regional centres.
7. Implement listed activities of Centre's IT Master Plan to improve existing e-services.

CHAPTER TWELVE

Miscellaneous

12.1 WELFARE

Most of the officers and employees of BPATC reside inside its campus along with their families. Moreover, all of the participants of the different training programmes of the Centre live on campus during their training programmes. Despite various limitations, the Centre has initiated different welfare activities for its participants, officers and employees. There are some small organizations within the campus of the Centre that run various welfare activities. These organizations include the BPATC School and College, clinic, mosque, officers' club, employees' club, and ladies club. Brief accounts of the welfare activities of these organizations undertaken during the last financial year are given in the following sections.

12.2 BPATC SCHOOL & COLLEGE

BPATC School & College has 65 teachers worked in the school and the college sections. The school section has 33 teachers, while the college section has 32 teachers.

Table 12.1: *Distributions of Teachers in the School and College Section*

Teachers	School			College			Grand Total
	MPO	Non-MPO	Total	MPO	Non-MPO	Total	
Male	11	12	23	07	12	19	42
Female	03	07	10	10	03	13	23
Total	**14**	**19**	**33**	**17**	**15**	**32**	**65**

12.2.1 Students of BPATC School & College

The following table shows the distribution of the students in the school and the college sections. It shows that the number of students had increased in the academic year 2023-24 compared to that of the previous academic session in both the school and the college sections.

Table 12.2: *Distributions of Students in the School and College Section*

Academic Session	Group	Students		
		Boys	Girls	Total
School Section				
2023-24	Not Applicable	601	551	1152
2024-25	Not Applicable	806	697	1503
College Section				
2023-24	Science	119	134	253
	Humanities	53	83	136
	Business Studies	115	122	237
	Total	**287**	**339**	**626**
2024-25	Science	126	130	256
	Humanities	68	123	191
	Business Studies	126	113	239
	Total	**320**	**366**	**686**

12.2.2 Performance in the SSC Exam

In 2023, 116 students participated in the Secondary School Certificate (SSC) examination, and 113 of them passed it. Out of the total students that appeared in the examination, 36.20 per cent got a GPA of 5 points. In 2024, 163 students participated in the Secondary School Certificate (SSC) examination, and 160 of them passed it. Out of the total students that appeared in the examination, 44.79 per cent got a GPA of 5 points.

Table 12.3: *Comparison of results in the SSC examination between 2023 and 2024.*

Year	No. of Student		Result						
	Appeared	Passed	GPA 5	GPA 4 to <5	GPA 3.5 to <4	GPA 3 to <3.5	GPA 2 to <3	GPA 1 to <2	Fail
2023	116	113	42	61	08	02	0	0	03
2024	163	160	73	79	07	01	0	0	03

12.2.3 Performance in the HSC Exam

In 2023, 503 students participated in the Higher Secondary Certificate (HSC) examination, and all of them passed it. Out of the total students that appeared in the examination, 20.1 per cent got a GPA of 5 points. A comparison of results in the HSC examination between 2022 and 2024 is presented in Table 11.4 below.

Table 12.4: *Comparison of Performance of Students in the HSC Exam*

Year	No. of Student		Result						
	Appeared	Passed	GPA 5	GPA 4 to <5	GPA 3.5 to <4	GPA 3 to <3.5	GPA 2 to <3	GPA 1 to <2	Fail
2022	519	517	298	200	17	02	0	0	02
2023	503	503	105	328	57	13	0	0	0

12.2.4 Income and Expenditure

The total income from the BPATC School & College students and the donation from BPATC for the financial year 2023-24 was Taka 12,77,32,298.00 (Twelve crores seventy-seven lakh thirty-two thousand two hundred ninety-eight). In contrast, the total expenditure for the same period was Taka 5,77,45,907.00 (Five crores seventy-seven lakh forty-five thousand nine hundred seven). A comparative statement of the income and expenditure of the said financial year is shown in Table 11.5 below.

Table 12.5: *Comparative statement of the income and expenditure in the financial year 2023-2024*

Income (Taka)		Expenditure (Taka)	
Source	Amount	Head & Sub-head	Amount
Tuition fee	3,11,62,643.00	Teacher & staff salary, allowances	3,21,95,360.00
Session fee	1,01,08,297.00	Gratuity	13,44,000.00
Examination fee	54,36,110.00	Examination (internal)	44,81,714.00
Late and Absent Fee	7,91,116.00	IT/Computer	1,87,574.00
Online Charge	7,27,965.00	Furniture making & repair	7,68,580.00
Identity card	6,80,177.00	Board fee	23,69,335.00
Study tour	13,12,803.00	Study tour	13,77,600.00
Board fee	30,21,605.00	Stationeries	2,69,590.00
Admission fee	23,34,167.00	Annual sports & cultural function	23,44,520.00

Income (Taka)		Expenditure (Taka)	
Source	Amount	Head & Sub-head	Amount
Miscellaneous	1,04,631.00	Scout fee	1,43,220.00
Development fee	1,30,15,512.00	Honorary Guest Teacher	44,500.00
Transport fee	34,30,432.00	Immediate/Miscellaneous	14,09,735.00
Others Income	5,51,58,688.00	Building painting & repair	5,26,180.00
Transfer Certificate fee	1,11,800.00	Lab Expenses	12,55,185.00
Prospectus fee	1,23,803.00	News paper	82,586.00
Due Amount	42,270.00	Gas & Electricity bill	4,80,988.00
Adjustment	1,70,279.00	Social Welfare	64,000.00
BPATC Donation	0	Nobinboron / National programmers	8,68,705.00
	00.00	Admission test	4,39,564.00
	00.00	Transport (fuel, repair etc.)	66,00,100.00
	00.00	ID card, name plate, rock tape making	4,90,171.00
	00.00	Bank charge	2,700.0
Total Income	**12,77,32,298.00**	**Total Expenditure**	**5,77,45,907.00**
Opening balance	3,12,66,083.00	Closing balance	10,12,52,474.00
Grand Total	**15,89,98,381.00**	**Grand Total**	**15,89,98,381.00**

12.3 LADIES CLUB, BPATC

In the financial year 2023-2024, the club performed a good number of social welfare activities. The club generated fund receiving the budget from the social welfare fund of BPATC, the member's monthly contribution, and earnings from playgroup school, which is being run by the club (called Ankur Preparatory School). During the financial year 2023-2024, the club performed the following activities:

⇒ Number of Farewell programme were arranged for club members left BPATC due to transfer or retirement from service.

⇒ Ladies club observed 'Women's day' and other National days and programme (16 December, 21 February);

⇒ Ladies Club distributed warm cloths amongst the poor people in Kurigram District and Savar Pouroshova. Club distributed stipend to the poorer students of BPATC school and College. Ladies Club also arranged Bangla Cultural Festival (Pitha Uthshob) and celebrated Bangla Nababorsho with festivity;

⇒ Ladies Club owns 'Ankur Preparatory School' and the school is managed and operated by a managing committee headed by chairperson Ladies Club.

Mr. Md. Ashraf Uddin, Rector, BPATC is Hoisting the National Flag at 'Ankur Preparatory School' managed by Ladies Club

12.4 BPATC OFFICER'S CLUB

The BPATC officers club was established in 1988 in order to promote friendship, solidarity, brotherhood and intimacy among the officers. Its activities are performed by an elected/selected executive council of 12 members. The club has an organizational constitution to guide its activities. The members of club elect the members of the executive council. The Rector of the Centre is the president of the club by virtue of his post. Mr. Mohammad Razibul Islam acted as the General Secretary and Mr. Razib Mia acted as the treasurer of the club for the financial year 2023-2024 name of the other member of the committee are enclosed.

The fund of the club comes as of a grant from the social welfare fund of the centre, monthly subscription of the member and fees charged for cable TV connections. The club runs its activities by the help of this fund. The club performed the following activities during the financial year 2023-2024.

1. All the National days were jointly observed with lady's club center with due solemnity Recitation, music and drawing competitions for the children and friendly football/volleyball matches for the officers were arranged in observance of the Independence Day, victory day and International Mother Language Day.
2. The club jointly organized a day long programme to celebrate Bangla New year Pohela Boishak 1431, with lady's club and center, programme was colorful and festive surrounding.
3. A minim Gym was established in the middle room of the club premises.
4. The club also organized farewell programme for retired and transferred officers of the centre.
5. The club also reconstructed badminton ground.
6. The centre partly completed beauty enhancement and reformation of main club room i.e TV room and wash room.
7. In this year club purchase cookeries, cookeries rack, Badminton racket, feather, and other sports goods.
8. Club also setup mini stage to organize cultural progrmamme.
9. This is first time club established mini party Centre for the people of the community to organized domestic and personal occasion.
10. The club set Wednesday as a club day.

Annexure A

Summary of Grade-wise Manpower of BPATC from Grade-9 and Above

GRADE-9 AND ABOVE

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1.	Rector	1	1	0
2.	MDS	6	5	1
3.	Director	19	15	4
4.	System Analyst	1	1	0
5.	Deputy Director	28	25	3
6.	Librarian	2	1	1
7.	Assistant System Analyst	1	0	1
8.	Programmer	1	1	0
9.	Medical Officer	3	3	0
10.	Senior Research Officer	2	2	0
11.	Assistant Director	36	23	13
12.	Assistant Programmer	4	4	0
13.	Evaluation Officer	6	4	2
14.	Research Officer	6	5	1
15.	PS to Rector	1	0	1
16.	Publication Officer	1	1	0
17.	Assistant Engineer	2	0	2
	Total	120	92	28

Nota bene: *(a) Sanctioned Post= 120; (b) Existing Manpower= 92; (c) Vacant post =28*

Summary of Grade-wise Manpower of BPATC from Grade 10 to Grade 17-20

GRADE-10

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1.	Junior Instructor	4	4	0
2.	Assistant Librarian	2	2	0
3.	Assistant Publication Officer	1	1	0
4.	Office Supervisor	1	1	0
5.	Account Officer	1	1	0
6.	Estate Officer	2	1	1
7.	Purchase Officer	1	1	0
8.	Comptroller	1	1	0
9.	Budget Officer	1	1	0
10.	Transport Supervisor	1	1	0
11.	Supervisor (civil)	1	1	0
12.	Estimator	1	1	0

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
13.	Technical Supervisor	6	3	3
14.	Sub-Assistant Engineer	2	0	2
	Total	24	22	2

Nota bene: *(a) Sanction Post= 24; (b) Existing Manpower= 22; (c) Vacant post = 2*

GRADE 11-16

Sl.No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1.	Coping & Duple Supervisor	1	1	0
2.	Store keeper	1	1	0
3.	Cafeteria Manager	1	1	0
4.	Pharmacist	1	0	1
5.	Nurse	1	0	1
6.	Artist	1	0	1
7.	Computer Operator	4	3	1
8.	Head Assistant	4	1	3
9.	Training Assistant	4	3	1
10.	Training Assistant	5	3	2
11.	Statistical Assistant	4	3	1
12.	Cataloger	8	6	2
13.	Accountant	4	4	0
14.	Stenographer/ Pi A	8	6	2
15.	Steno- Typist	20	19	1
16.	Imam	1	1	0
17.	UDA	24	20	4
18.	Cashier	5	5	0
19.	Caretaker	2	2	0
20.	Compounder	2	2	0
21.	Photographer	1	1	0
22.	Electrician	2	1	1
23.	Muazzin	1	1	0
24.	Move Projector Operator	1	0	1
25.	LDA	33	25	8
26.	Data Entry/ Control Operator	4	4	0
27.	LDA-Cum Computer Typist	6	5	1
28.	Office Assistant / LDA Cum Typist	2	1	1
29.	Typist/ LDA	1	1	0
30.	Computer Typist	27	22	5
31.	Darkroom Attendant	1	1	0

Sl.No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
32.	Telephone Operator	6	5	1
33.	Receptionist	2	2	0
34.	Cafeteria Account Assistant	1	1	0
35.	Cafeteria Cashier	1	1	0
36.	Cafeteria Supervisor	2	2	0
37.	Cafeteria Procurement Assistant	1	1	0
38.	Procurement Assistant	1	1	0
39.	Guest House Assistant	1	1	0
40.	Dormitory Supervisor	9	8	1
41.	PA System Operator	1	0	1
42.	Accounts Assistant	2	1	1
43.	Telephone Mechanic	1	0	1
44.	Driver	23	22	1
45.	Garage Mechanic	1	0	1
46.	Cook	2	2	0
47.	Rajmistri	1	1	0
48.	Plumber	2	2	0
	Total	234	190	44

Nota bene: *(a) Sanction Post= 234; (b) Existing Manpower= 164; (c) Vacant post = 70*

GRADE 17-20

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
1.	Binder	2	2	0
2.	Cafeteria Cook/ Head Cook	2	1	1
3.	Cook	4	1	3
4.	Assistant Cook	4	3	1
5.	Cafeteria Waiter	16	14	2
6.	MLSS	99	45	54
7.	Gardener	10	8	2
8.	Night Guard	4	2	2
9.	Prohori	2	2	0
10.	Security Prohori	26	19	7
11.	Sports Pion	3	1	2
12.	Messenger	6	4	2
13.	Room Bearer	8	5	3
14.	Room Boy	4	3	1
15.	Class Room Attendant	11	4	7

Sl. No.	Name of Posts	Number of Sanctioned Posts	Number of Existing Manpower	Number of Vacant Posts
16.	Dispatch Rider	4	3	1
17.	Sports & Common Room Assistant	1	0	1
18.	Photocopy Operator	10	4	6
19.	Library Attendant	5	3	2
20.	Guest House Attendant	2	2	0
21.	Club Attendant	1	1	0
22.	Bus Helper	2	0	2
23.	Assistant Electrician	2	1	1
24.	Garage Helper	1	0	1
25.	Campus Carpenter	2	2	0
26.	Kitchen Boy	6	6	0
27.	Rajmistri Helper	1	1	0
28.	Pump Operator	1	1	0
29.	Khedem	1	1	0
30.	Electrician Cum-Pump Operator	4	2	2
31.	Cleaner	28	21	7
	Total	272	162	110

Table 5.8: *Merit Positions in 75th FTC. (Top 20% of total Participants)*

Roll	Participant Name	Cadre	Position
435	Tahsin Binta Anis	BCS (Foreign Affairs)	1
1211	Sumaiya Jahan Jhurka	BCS (Administration)	2
633	Ankon Paul	BCS (Administration)	3
1233	Nabila Yesmin	BCS (Administration)	4
616	Sadman Sakib	BCS (Foreign Affairs)	5
425	Md. Ismail Murshed	BCS (Taxation)	6
1216	Kuntal Biswas	BCS (Information)	7
910	Zia Uddin Ahmed	BCS (Foreign Affairs)	8
1010	Md. Mohaiminul Islam	BCS (Foreign Affairs)	9
823	Md. Mostafijur Rahman Emon	BCS (Administration)	10
117	Md Sabbir Hossain	BCS (Administration)	11
830	Zahidur Rahman	BCS (Administration)	12
407	Anup Datta	BCS (Customs & Excise)	13
1111	Jannatul Ferdous	BCS (Administration)	14
928	Md. Shadman Akif	BCS (Administration)	15
1015	Md. Rayhan Ferdous	BCS (Foreign Affairs)	16
1006	Md. Showkat Hossen	BCS (Customs & Excise)	17

Roll	Participant Name	Cadre	Position
1012	MAHIR DYAN AMIN	BCS (Administration)	18
313	Antara Sarker Adhri	BCS (Administration)	19
705	Shameem Sohanee Rimon	BCS (Postal)	20
1045	Abdullah - Hel - Abid	BCS (Cooperatives)	21
235	Nishat Anjum	BCS (Administration)	22
822	Md. Abdur Rahman	BCS (Administration)	23
438	Tanjina Sultana	BCS (Taxation)	24
1019	Uzzwal Bain	BCS (Administration)	25
901	Mozibur Rahman	BCS (Administration)	26
1022	Md. Nadiruzzaman	BCS (Audit & Accounts)	27
321	Mohammad Nahid Zahangir	BCS (Foreign Affairs)	28
906	Abu Sufian	BCS (Customs & Excise)	29
215	Anik Chowdhury	BCS (Police)	30
1109	Abu Sumaiya	BCS (Foreign Affairs)	31
708	Aminul Islam	BCS (Police)	32
612	Sadman Sakib	BCS (Foreign Affairs)	33
920	Md. Sadrul Alam	BCS (Administration)	34
431	Sumaiya Ferdous	BCS (Taxation)	35
412	Naved Al Razee	BCS (Foreign Affairs)	36
413	Asmaul Husna Pinky	BCS (Administration)	37
1029	Md. Sakib Ul Alam	BCS (Administration)	38
319	Md. Rasel Rahman	BCS (Information)	39
811	Hasan Al Zaman	BCS (Foreign Affairs)	40
632	Md. Mashiur Rahman	BCS (Administration)	41
242	Tahrima Akter	BCS (Audit & Accounts)	42
1101	Sayekul Hasan Khan	BCS (Administration)	43
732	Tanzina Sharmin Drishty	BCS (Administration)	44
709	Md. Ruhul Amin Labu	BCS (Police)	45
803	Md. Jakir Hossain	BCS (Foreign Affairs)	46
244	Tanvirul kader	BCS (Administration)	47
914	Rafid Mahbub Ahmad	BCS (Information)	48
241	Abhijeet Chakraborty	BCS (Administration)	49
402	Nawsina Arif	BCS (Administration)	50
139	MD. ARMAN SHAHRIER HIMEL	BCS (Police)	51
615	Gopi Kishor Roy	BCS (Police)	52
1020	Md. Abdur Rashed	BCS (Police)	53
119	Md. Anisul Islam	BCS (Foreign Affairs)	54
1103	Md. Nabid Hossain	BCS (Administration)	55
805	Atoll Goswami	BCS (Customs & Excise)	56

Roll	Participant Name	Cadre	Position
908	Md. Rassel Kabir	BCS (Police)	57
932	Sabiha Sultana	BCS (Administration)	58
1034	Abdullah Al Mamun	BCS (Administration)	59
1241	Md. Jashim Uddin Chy	BCS (Administration)	60
719	Md. Fahim Shahriar	BCS (Administration)	61
1112	A. H. M. Azimul Haque	BCS (Administration)	62
334	Nahid Ahmed	BCS (Administration)	63
929	Aditya Paul	BCS (Administration)	64
225	S. M. Shiduzzaman Sohag	BCS (Audit & Accounts)	65
1219	Munna Rani Chanda	BCS (Administration)	66
1117	Md. Kamal Hossain	BCS (Taxation)	67
1127	Md. Abu Jafor Mazumder	BCS (Administration)	68
522	Tania Sultana	BCS (Agriculture)	69
1236	Md. Ripon Ali	BCS (Taxation)	70
246	Abida Khanam Boishakhi	BCS (Administration)	71
905	MD. ANWAR PERVEZ	BCS (Police)	72
1046	A. M. Shahrior Alam	Non Cadre	73
1140	Mashrura Sharmin Waresi	BCS (Taxation)	74
1135	Naznin Sultana	BCS (Administration)	75
924	Shahnaj Akther Sumi	BCS (Audit & Accounts)	76
414	Jyotirmoy Ghosh	BCS (Taxation)	77
1016	Muntaha Tasnim Mou	BCS (Postal)	78
535	Papia Sultana Liza	BCS (Administration)	79
112	Md. Mahabur Rahman	BCS (Foreign Affairs)	80
646	Md. Asifur Rahman	BCS (Information)	81
1240	Arundhati Das	BCS (Audit & Accounts)	82
338	Nayma Nadia	BCS (Administration)	83
304	Md. Nadim Hayder Chowdhury	BCS (Police)	84
213	Fabliha Anber	BCS (Administration)	85
927	Md. Ahasan Ul Haque	BCS (Administration)	86
1139	Md. Shariful Islam	BCS (Taxation)	87
833	Md. Shahadat Hossain	BCS (Taxation)	88
611	Syedur Rahman	BCS (Customs & Excise)	89
541	Rijvi Ahmed Shabuz	BCS (Administration)	90
740	Tanmoy Sarker	BCS (Taxation)	91
1214	Muntasir Mamun Moon	BCS (Police)	92
639	Pias Sarker	BCS (Police)	93
336	Towhid Reza	BCS (Administration)	94
911	Most. Khushrina Parvin	BCS (Customs & Excise)	95

Roll	Participant Name	Cadre	Position
826	Md. Tanvir Islam	BCS (Administration)	96
204	Fahmida Sharmin	BCS (Taxation)	97
248	Sanjoy Kumar Sarker	BCS (Agriculture)	98
1144	MD. MUSTAFIZUR RAHMAN	BCS (Taxation)	99
1001	M. Sharif khan	BCS (Administration)	100
534	Md. Jisan Ali	BCS (Administration)	101
1150	Farhana Binte Rashid	BCS (Fisheries)	102
621	MD. MOHIBULLAH AKON	BCS (Administration)	103
1148	SAZEDATUR RAHMAN	BCS (Agriculture)	104
323	KAZI KHALED RUBBANI	BCS (Audit & Accounts)	105
347	Md. Tonmoy Islam	BCS (Information)	106
744	Farhan Faiyaz	BCS (Administration)	107
123	Md. Shohag Milu	BCS (Administration)	108
1215	S.M. Nazmus Salehin	BCS (Administration)	109
610	Ratna Khatun	BCS (Ansar)	110
1042	Md. Saifuddin Khan	BCS (Taxation)	111
907	Saif Mohammad Emon	BCS (Customs & Excise)	112
710	UMMEY SALMA RUMA	BCS (Administration)	113
703	Md. Mizanur Rahman	BCS (Administration)	114
1129	Chowdhury Al-Mahmud	BCS (Administration)	115
120	Md. Tarikul Islam	BCS (Information)	116
150	Md. Shahin	BCS (Agriculture)	117
945	Mehdi Imam	BCS (Administration)	118
1249	Md. Ashaduzzaman Shubho	BCS (Livestock)	119
724	NABIL NAWROSE BAISHAKH	BCS (Administration)	120