

# 137<sup>th</sup> ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

(24 July - 21 September 2022)

## Curriculum and Brochure

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



**BANGLADESH PUBLIC  
ADMINISTRATION TRAINING CENTRE**

## **Planning, Programming and Recording (PPR) Wing**

Bangladesh Public Administration Training Centre

Savar, Dhaka

July 2022

# ACRONYMS AND ABBREVIATIONS

ACAD	Advanced Course on Administration & Development
BPATC	Bangladesh Public Administration Training Centre
CA	Course Advisor
CC	Course Coordinator
CD	Course Director
CMT	Course Management Team
CS	Case Study
D&CS	Discussion & Case Study
D&E	Discussion & Exercise
FEV	Foreign Exposure Visit
FM	Faculty Member
GD	Group Discussion
GS	Guest Speaker
ITC	International Training Complex
L&D	Lecture & Discussion
L&E	Lecture & Exercise
LLW	Lesson Learned Workshop
MD	Module Director
MOPA	Ministry of Public Administration
PMC	President of the Mess Committee
Q&A	Question & Answer
RCs	Research Consultants

# TABLE OF CONTENTS

<b>Topic</b>	<b>Page No.</b>
Course Guidelines	06
Introduction	07
Vision	07
Mission	07
Core Values	08
Advanced Course on Administration and Development	09
Objectives of the Course	09
Key Features of the Course	10
Overview of the Evaluation System	13
BPATC Facilities	14
Course Contents	16
Guidelines for Seminar Paper	33
Course Brochure	37

# PART - A

# **COURSE GUIDELINE**

# INTRODUCTION

The core spirit of our liberation war was to build a glorious nation, a developed and prosperous Bangladesh-free from all types of exploitation and injustices. In achieving our liberation war's objectives, it is vital to create a contingent of civil servants with a higher level of professionalism and integrity and adequate knowledge of national and global issues. Bangladesh Public Administration Training Centre (BPATC) was established in 1984 as the lead institution to organize civil servants' professional training. The Principal Objective of BPATC is to develop a corps of well-groomed and dynamic civil servants by equipping them with adequate professional knowledge and skills and moral values. Throughout the year, BPATC organizes several professional courses, such as Foundation Training Course (FTC), Advanced Course on Administration and Development (ACAD), Senior Staff Course (SSC), Policy Planning and Management Course (PPMC), Policy Dialogue for different groups of civil servants.

The Centre is headed by a Rector who is a Secretary to the Government. Rector is supported by Six Member Directing Staff (MDS) of the rank of Additional/Joint Secretary to the Government and equivalent status. Headed by MDS each division consists of a number of wings, each wing headed by a Director of the rank of Deputy Secretary and Equivalent. Deputy Directors, Assistant Directors, Librarians, Medical Officers, Assistant Systems Analyst, Programmers, Assistant Programmers, Publication Officers, Research Officers, and Evaluation Officers etc. work under the guidance of the Directors of the relevant wing.

BPATC, as the top government training institution of the country, perceives and expresses common aspirations and expectations of its key stakeholders, the civil servants, who will uphold and remain committed to the core values of the nation i.e. Democracy, Nationalism, Secularism, and Social Justice. The vision and Mission of BPATC, thus, always inspire and create a sense of purpose and commitment in the mind of all the trainees and 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.

## Vision

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

## Mission

We are committed to achieving the shared vision through

- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journals, and extending consultancy services for continuous improvement of public service delivery system;
- establishing an 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 cherishes the spirit of our great liberation war, fundamental principles of state policy and patriotism, and strives to infuse those among the stakeholders effectively in all spheres of activities.

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 strengthen our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organization, we value:

### **a) Discipline**

We maintain the discipline of the highest order in every step of our activities. We believe in mutual respect and dignity.

### **b) 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.

### **c) 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. We are committed to creating an environment where all views, opinions, and inputs are encouraged and valued.

### **d) 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 a pro-people attitude.

### **e) 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

### **f) Innovation**

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

### **g) Team spirit**

We foster esprit de corps in our activities and share our achievements as well as



failures among ourselves. We consider every individual of the organization as a valued member of the team where contribution by everybody is recognized. We take careful initiatives to instill team spirit among participants of our programs.

## **ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT**

Advanced Course on Administration and Development (ACAD) is one of the main courses of BPATC for the mid-level civil servants of the Government. While the course's main participants are the deputy secretaries to the Government, some officials of the same rank from the Armed Forces and Bangladesh Civil Service Foreign Affairs Cadre and Police Cadre can also join it. BPATC organizes the course in partnership with the Ministry of Public Administration as the latter provides the nominations for this training. ACAD's general purpose is to make the mid-level civil servants ready for the policy-level roles.

This course follows a blended approach that emphasizes both theoretical and operational aspects of Governance and development. As such, participants get the opportunity to have a macro view of the key issues of public sector governance and development, both from global and national perspectives, and at the same time come across the operational and translative perspectives of different regulations, policies, and strategies of the Government.

## **OBJECTIVES OF THE COURSE**

The General Objective of the ACAD is to develop the leadership competencies of the participants for managing their own organization strategically.

### **The Specific Objectives of ACAD**

- Facilitate apex authority of public organizations in policymaking process after analyzing the socio-economic contexts of the national and international arena and implement, monitor and evaluate those public policies in a professional way;
- Apprehend the current SDG implementation scenario and identify the challenges as well as way forward for achieving SDGs in Bangladesh;
- Formulate strategic plan after analyzing internal and external environments of the organization using different tools and technique and implement thereof effectively and efficiently;
- Assess and review existing public service delivery system and devise simple, innovative, effective, and efficient ways of service delivery (using ICT wherever needed) for the clients;
- Identify and analyze the issues of development priorities of Government and to design development projects, implement and manage them properly;
- Develop professional writing skills, presentation skills, analytical ability, evidence-based problem-solving, and policymaking;
- Build intra vis-a-vis inter-institutional networks and deal trans-border trade and aid negotiation effectively for upholding organizational and national interests.

## KEY FEATURES OF THE COURSE

### ***Course Duration***

The course duration is 70 days with two segments: in-country training at BPATC and Overseas Training. Out of the 70 days, 60 days are spent at BPATC, and the rest days are for the overseas part. In general, sessions are held on all weekdays except holidays. However, sessions may be organized on the weekend, depending on the necessity. The participation of the trainees in all activities is mandatory.

### ***Course Content***

The course is conducted through 14 academic modules, which are clustered into 6 thematic areas.

The modules are presented below under the thematic areas.

<b>Thematic Areas</b>	<b>Modules</b>
Public Service Management	Module 1: Behavioral Governance
	Module 2: Public Service and Operational Issues
	Module 3: E-Governance
	Module 4: Fitness and Well-being
Public Policy Management	Module 5: Research for Governance and Policy Analysis
	(a) Basics of Social Research
	(b) Seminar Paper Preparation
Economic Development	Module 6: Policy and Planning
	Module 7: Economic Management
	Module 8: Sustainable Development Goals
	Module 9: Project Management and Financing
International Partnerships and Negotiations	Module 10: Procurement Management
Skill Development	Module 11: Diplomatic and Development Partnerships and Negotiations
Cross-Cutting Issues	Module 12: Communication Competency
	Module 13: Contemporary Issues
	Module 14: Learning Good Practices
	(a) Domestic Exposure Visit
	(b) Overseas Training

### ***Training Methods***

Different methods are used to implement the training course. The main methods include lecture and discussion, workshop, group discussion, exercise, case study, presentation, etc.

A recapitulation session is held at the first session of Sunday of the week, in which a selected number of participants present their learning points of the previous week. This session is an opportunity for the participants to enhance their presentation skills and learning abilities.

## ***Medium of Instruction***

The medium of instruction of the ACAD is in English. BPATC encourages the participants to develop their oral and written English skills by practicing inside and outside the classroom. More importantly, all assignments and presentations, both group or individual, should be in English.

## ***Resource Persons***

Both faculty members and guest speakers conduct training sessions. Eminent scholars, senior civil servants, renowned professionals are invited as guest speakers in the course.

## ***Extension Lectures (EL)***

Extension Lecture is an important part of the course. In general, senior policymakers, academics, and professionals take sessions on topics included in the contemporary issues' module. EL is an excellent opportunity for the participants to interact with senior-level speakers. EL usually takes place in the evening.

## ***Course Management Team (CMT)***

The course management team comprises a Course Adviser, a Course Director, two Course Coordinators (CC). An MDS is the Course Adviser, while a Director acts as the Course Director. Deputy Director/ Assistant Director level officials work as Course Coordinators. CMT is primarily responsible for the management of the course. Participants are encouraged to share any feedback with the CMT to ensure quality training and convenience in the training environment.

## ***Mandatory Responsibilities of the Participants***

All participants should firmly adhere to the following:

- maintaining a higher degree of discipline, ethics, norms, and formalities inside and outside the classroom;
- attending all instructional sessions and other training activities punctually;
- entering the classrooms at least five minutes before the scheduled time;
- submitting the assignments within the stipulated time;
- staying compulsorily in the dormitory and following the rules and regulations thereof;
- abstaining from carrying and using cell phones in academic sessions, formal functions, mosque, library, and corridor;
- participating in all co-curricular activities as required by the course;
- maintaining health protocol, with particular reference to COVID-19;
- avoiding plagiarism and cheating entirely in case of writing reports and document preparation.

It is to be noted that the extent of observance of the issues mentioned above heavily influences the pen-picture of the participants. After the end of the course, pen-pictures are sent to participants' controlling Ministry and authority.

## ***Dress Code***

### **Academic Sessions and Formal Events**

All participants must wear formal dresses in all training sessions and formal occasions. No participant is supposed to leave the dormitory area without formal attire. Proper attire for male participants includes wearing a necktie and full-sleeved shirts with or without a suit. Male participants should wear suits during mess nights, guest nights, and official dinner. Participants not willing to wear a necktie on the religious ground may wear a sherwani/prince coat. Female participants should wear sari and blazer in classroom sessions, official functions, and other formal activities.

### **Sports Sessions**

During sports sessions, male participants must wear a white-colored English/tennis tracksuit, white-colored T-shirt, and white-colored keds with white-colored socks. Female participants must wear white-colored three-pieces/tracksuit, white scarves, and white-colored keds with white-colored socks.

### **Accommodation and Food**

ACAD is a fully residential course, and during the training, participants live at the International Training Complex (ITC) dormitory. Meals are served at the designated cafeteria. A Mess Committee formed from among participants consisting of a President of the Mess Committee (PMC), and four other members manage meals. Selection of menu, making arrangements of meals in consultation with fellow participants, and maintaining the overall quality of meals are the Mess Committee's responsibilities. However, the Course Management Team provides all logistic supports in this regard.

### **Training Sessions and Tentative Schedule of a Day<sup>1</sup>**

There will be at least five sessions a day. Typically each session is one hour, while the duration of the extension lecture is two hours. The first session of a day starts sharp at 08:30 in the morning, while evening sessions begin at 19:15 hours. A tentative plan of a day is presented below.

<b>Time</b>	<b>Activity</b>
06:00-07:00	Morning Physical Training
07:30-08:15	Breakfast
08:30-09:30	1 <sup>st</sup> Session
09:40- 10:40	2 <sup>nd</sup> Session
10:40-11:05	Health Break
11:05-12:05	3 <sup>rd</sup> Session
12:15-13:15	4 <sup>th</sup> Session
13:15-14:15	Lunch & Prayer Break
14:15-15:15	5 <sup>th</sup> Session

<sup>1</sup> The schedule may change depending on the necessity and morning PT and afternoon games are subject to sunrise and sunset.

17:00-18:00	Afternoon Games
19:15-21:15	Evening Session

## OVERVIEW OF THE EVALUATION SYSTEM

### *Total Marks of Evaluation and Means of Evaluation*

The performance of the ACAD participants is evaluated on 950 marks. The principal means of evaluations are individual assignments, group assignments, writing a seminar paper, and individual and group presentations. Module-wise evaluation methods and marks are given below.

Module No.	Title of the Module	Methods and Marks		
		Individual	Group	Total
1	Behavioral Governance	50	-	50
2	Public Service and Operational Issues	-	50	50
3	E-Governance	50	-	50
4	Fitness and Well-being	-	-	-
5	Research for Governance and Policy Analysis			150
	(a) Research Proposal	50	-	
	(b) Seminar Paper	100	-	
6	Policy and Planning	50	-	50
7	Economic Management		50	50
8	Sustainable Development Goals	-	50	50
9	Project Management and Financing	-	50	50
10	Procurement Management	-	50	50
11	Diplomatic and Development Partnerships and Negotiations	-	50	50
12	Communication Competency	100	-	100
13	Contemporary Issues	50	-	50
14	Learning Good Practices			150
	Domestic Exposure Visit	-	50	
	Overseas Training	-	100	
15	Evaluation by the CMT	25	-	25
16	Evaluation by Evaluation Department	25	-	25
	<b>Total Marks</b>	<b>500</b>	<b>450</b>	<b>950</b>

## ***Breakdown of the Marks of the CMT Evaluation and Evaluation Wing***

Following is the breakdown of 50 marks of evaluation by the Course Management Team (CMT) and Evaluation Department.

<b>Evaluation</b>	<b>Subject of Evaluation</b>	<b>Marks</b>	<b>Total</b>
CMT	Punctuality	5	25
	Table Manners and Dress	5	
	Appropriate Observation of BPATC's Norms and Values	10	
	Participation in Co-curriculum Activities	5	
Evaluation Department	Speakers Evaluation	10	25
	Attendance	15	

## ***Grading***

According to the Evaluation Policy of BPATC, the following grading system applies to evaluate the participants' performance.

<b>Sl. No.</b>	<b>Percentage of Marks</b>	<b>Grading</b>
1	85 and above	A+ (Outstanding)
2	80 - <85	A (Excellent)
3	70 - <80	B+ (Good)
4	60 - <70	B (Satisfactory)
5	50 - <60	C (Average)
6	<50	Fail

## ***Individual Course Evaluation Report for Dossier***

On completion of the course, an individual course evaluation report for every participant is prepared on the basis of the daily performance of the participants. The Evaluation Department of BPATC prepares the report containing every participant's performance and CMT's pen-picture. The report is sent to the concerned Ministry/Authority for preservation in the participant's dossier.

## **BPATC FACILITIES**

### ***Transport***

BPATC arranges transports for the participants to travel from Dhaka at the onset of the course and the weekends and other visits relating to the course. Participants receive the travel schedule well ahead.

### ***Library***

The Library of BPATC is modern and well equipped with different book titles, journals, and audio-visual

materials. The library possesses about 1,20,000 books for circulation to the readers. All participants have ready access to the reading facilities. On weekdays, the library remains open from 8:00 a.m. to 10:00 p.m., while from 4:00 p.m. to 6 p.m. on Friday and from 4:00 p.m. to 10:00 p.m. on Saturday. All participants are encouraged to use the library facilities.

### ***Medical Facility***

BPATC has a small clinic with limited medical facilities, which is run by four registered doctors. Participants get medical consultations, prescriptions, and medical care from the clinic. Course participants are entitled to get medicines, depending on availability, free of costs. However, the medical facilities can only meet the primary needs or minor cuts and injuries. The clinic provides ambulance services on payment in case of serious illness.

### ***Mosque for Prayers***

BPATC has a beautiful mosque inside; however, there is no separate prayer room in the dormitory. Interested male Muslim participants can offer their prayers in the mosque, while female participants in their living rooms in the dormitory.

### ***Social Events***

At the BPATC, there is a tradition of organizing social and cultural events during the course. The aim of arranging such social events is to create an opportunity for the participants to interact with the faculty members, resource persons, and other eminent persons. BPATC also organizes social and cultural programs, especially on the national days where different courses join.

### ***Encountering an Emergency Situation***

BPATC authority always remains vigilant to ensure participants' safety and security. Nevertheless, in any emergency, participants are advised to contact the Course Director or Course Coordinators.

# **COURSE CONTENTS**



## THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

### Module 1: Behavioural Governance

Evaluation Method: Individual Assignment (Word Limit 600-800)

Total Marks: 50

**Module Objective(s):** To enable the participants to internalize patriotism and integrity to deliver roles objectively and demonstrate professional leadership.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
1.01	2	Realizing the Spirit of Liberation War	GS	L&D
1.02	2	Life Sketch of the Father of the Nation	GS	L&D
1.03	2	Philosophy of Bangabandhu	FM/GS	L&D
1.04	5	Social Accountability Tools	FM/GS	Workshop
1.05	1	The Value of Ethics in Public Service Decision Making	FM/GS	L&D

## THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

### Module 2: Public Service and Operational Issues

Evaluation Method: Group Assignment (Word Limit 800-1000)

Total Marks: 50

**Module Objective(s):** To orient the participants with different aspects of public service and its changing dynamics and procedural issues in the workplace.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
2.01	2	Public Service Management and Reform Initiatives	FM/GS	L&D
2.02	2	Best Practice in civil service	FM/GS	L&D
2.03	2	Art of Leadership: Dimensions for Effective Public Service and Management	GS	L&D
2.04	2	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	FM/GS	L&D
2.05	2	Overview of the Rules of Business, Allocation of Business and Secretariat Instruction	GS	L&D
2.06	2	Inter-Ministerial Meeting/ Consultation: Necessity, Procedure, and Effectiveness	FM/GS	L&D
2.07	2	Law making process and relation between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions	FM/GS	D&E
2.08	2	Preparing a Summary	FM/GS	D&E
2.09	2	Business Process Reengineering for Productivity and Better Service Delivery	GS	L&E/CS
2.10	1	Lifelong Learning	FM/GS	L&D
2.11	2	Change Management	FM/GS	L&D
2.12	2	Media Relations	FM/GS	L&D

## THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

### Module 3: E-Governance

**Evaluation Method: Individual Assignment (Word Limit 600-800)**

**Total Marks: 50**

**Module Objective(s):** To enable the participants to know the leveraging roles of ICT in public sector governance, particularly the Digital Bangladesh strategy.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
3.01	2	Digital Bangladesh and e-Governance	FM/GS	L&D
3.02	2	Basic ICT Skills	FM/GS	L&D
3.03	2	ICT Driven Innovation in Public Service	FM/GS	D&CS
3.04	2	Digital Platform and Cyber Security	FM/GS	L&D
3.05	2	Artificial Intelligence and 4IR	FM/GS	L&D
3.06	2	Website Management and Use of service APPs	FM/GS	L&D

## THEMATIC AREA: GOOD HEALTH & WELL-BEING

### Module 4: Fitness and Well-being

**Module Objective(s):** To make the participants aware of the necessity for physical and mental soundness for better performance and productivity.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
4.01	1	Sedentary Life Style and Effects	FM/GS	L&D
4.02	1	Occupational Health Hazard and its Management	FM/GS	L&D
4.03	2	Stress Management in Professional Life	FM/GS	L&D
4.04	1	Strategies for Ensuring Work-Life Balance	FM/GS	L&D
4.05	1	Nutritional Management	FM/GS	L&D

# THEMATIC AREA: PUBLIC POLICY MANAGEMENT

## Module 5: Research for Governance and Policy Analysis

### Part I.

#### Basics of Social Research

#### Evaluation Method: Individual Assignment

Total Marks: 50

**Sub-Module Objective(s):** To make the participants understand the necessity of public service research and acquaint them with different research aspects and its methodology. This sub-module will help the participants gain hands-on experience in writing the proposal and conducting research.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
5.01.01	1	Need for Research in Public Service	FM	L&D
5.01.02	4	Understanding Research Methodology: <i>Data Collections Tools, Techniques, and Methods</i>	FM/RCs	L&D
	3	<i>Interpretation of Data (Qualitative and Quantitative)</i>		
	2	<i>Citation and Referencing</i>		
5.01.03	2	Writing Research Proposal: Style, Methodology and Norms	FM/RCs	L&D
5.01.04	2	Developing the Proposal for Seminar Paper	RCs/MD	Practical

### Part II.

#### Seminar Paper Preparation

#### Evaluation Method: Preparation of Seminar Paper and Presentation

Total Marks: 100

**Sub-Module Objective(s):** To provide the participants with opportunities to write a seminar paper and enhance analytical and presentation skills.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
5.02.01	3 days	Literature Review/Data Collection	RCs	Field Visit
5.02.02	6 hrs	Sessions with Research Consultants to Write and Finalize the Paper	RCs	GD
5.02.03	6-8 hrs	Seminar Paper Presentation	External and Internal Evaluators	Presentation

## THEMATIC AREA: PUBLIC POLICY MANAGEMENT

### Module 6: Policy & Planning

Evaluation Method: Individual Assignment (Word Limit 600-800)

Total Marks: 50

**Module Objective(s):** To provide opportunities for the participants to know different theoretical and practical aspects of public policy and development planning.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
6.01	2	Introduction to Public Policy, Public Policy Process, and Policy Analysis	FM/GS	L&E
6.02	3	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	FM/GS	L&D
6.03	2	Policy Argument, Formulation and Implementation Challenges in Bangladesh	FM/GS	Workshop
6.04	2	Policy Implementation Models and Evaluation Theories & Techniques	FM/GS	L&D
6.05	2	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	GS	L&D
6.06	2	Annual Development Program (ADP) and Financing Modalities and Procedures	GS	L&D
6.07	2	Strategic Focus of the 8th Five-Year Plan: Overview of the Key Sectors	GS	L&D

## THEMATIC AREA: ECONOMIC DEVELOPMENT

### Module 7: Economic Management

Evaluation Method: Group Assignment (Word Limit 800-1000)

Total Marks: 50

Module Objective(s): To acquaint the participants with economic development strategies and procedures.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
7.01	2	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, and Challenges	GS	L&D
7.02	2	Budget Making Process and MTBF	GS	L&D
7.03	2	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	GS	L&D
7.04	2	Sustaining Higher Growth Trajectory and Lessons from South-East Asia	GS	L&D
7.05	3	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	GS	L&D
7.06	2	Financial Sector Regulatory Management: Aspects, Reforms & Challenges	GS	L&D
7.07	2	Perspective Plan 2041 and Bangladesh Delta Plan 2100: Implementation Strategies and Challenges	GS	L&D
7.08	2	Impacts of LDC Graduation	GS	L&D
7.09	2	Fiscal Policy & Monetary Policy	GS	L&D

## THEMATIC AREA: ECONOMIC DEVELOPMENT

### Module 8: Sustainable Development Goals

Evaluation Method: Group Exercise

Total Marks: 50

**Module Objective(s):** To make the participants aware of the SDG implementation scenario in Bangladesh and analyze some critical areas of development in the light of SDGs.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
8.01	2	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	GS	L&D
8.02	2	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	GS	L&D
8.03	2	SDGs as a Catalyst in Poverty Reduction in Bangladesh	GS	L&D
8.04	2	GOAL 3: Good Health and Well-being: Challenges and Way Forward	GS	L&E
8.05	2	GOAL 4: Quality Education: Challenges and way forward	GS	L&E
8.06	2	GOAL 5: Gender Equality: Challenges and Way Forward	GS	L&D
8.07	2	GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	GS	L&D



## THEMATIC AREA: ECONOMIC DEVELOPMENT

### Module 9: Project Management and Financing

Evaluation Method: Group Assignment (Word Limit 800-1000)

Total Marks: 50

**Module Objective(s):** To make the participants aware of different critical elements of project planning and implementation and financing to make them able to manage projects effectively.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
9.01	2	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	FM/GS	L&E
9.02	2	Project Planning, Project Need and Stakeholder Analysis	GS	L&D Exercise
9.03	2	Log Frame Analysis	GS	L&D
9.04	1	Project Risk Analysis	GS	L&D
9.05	2	Exercise on Project Proposal Development	FM/GS	L&D Exercise
9.06	2	Project Appraisal	FM/GS	L&D
9.07	2	Critical Aspects <sup>2</sup> of Complex and Big Projects Management (Example: Padma Bridge, Metro Rail, and Nuclear Power Plant)	GS	L&D
9.08	2	Financing for Development Projects in Bangladesh: Sources, Procedures, and Challenges	GS	L&D
9.09	2	PPP in Bangladesh: Status, Opportunities, and Challenges	GS	L&D
9.10	2	Sustainability and Transfer of Projects	GS	L&D
9.11	2	Tax, VAT and Similar Type of Compliances in Project Management	FM/GS	L&D
		Project Visit	CMT	Visit

<sup>2</sup> Proposal Development, Design, Approval, Managing Multiple Parties, Procurement and Contract Negotiations etc.

## THEMATIC AREA: ECONOMIC DEVELOPMENT

### Module 10: Procurement Management

Evaluation Method: Group Exercise

Total Marks: 50

**Module Objective(s):** To enhance the participants' professional knowledge and skills regarding different aspects of procurement management.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
10.01	1	Overview on PPA 2006 and PPR 2008	FM/GS	L&D
10.02	2	Annual Procurement Planning and Preparation of Technical Specification	GS	L&D
10.03	2	Steps in Public Procurement: Goods, Works, and Services (National and International)	FM/GS	L&D
10.04	2	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	FM/GS	L&E
10.05	1	Services Shortlisting (Eol)	FM/GS	L&E
10.06	1	Proposal Evaluation	FM/GS	L&E
10.07	2	Practical Exercise on Managing e-GP	FM/GS	Exercise
10.08	2	Notification of Award (NOA) and Contract Management	FM/GS	L&E
10.09	2	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	FM/GS	L&E
		Half day Visit to CPTU and Stakeholder	CMT	Visit

## THEMATIC AREAS: INTERNATIONAL RELATION AND DEVELOPMENT

### Module 11: Diplomatic and Development Partnerships and Negotiations

#### Evaluation: Group Exercise

Total Marks: 50

**Module Objective(s):** To orient the participants with different aspects of international diplomatic and development partnerships and negotiations.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
11.01	2	International Diplomacy and Its Dimensions/ Contours (Bilateral, Regional and Multilateral Settings)	GS	L&D
11.02	3	Simulation on International Negotiations	GS	Simulation
11.03	2	International legal Frameworks, Treaty and Obligations	GS	L&D
11.04	2	International Trade Negotiation: WTO Perspective	GS	L&D
11.05	2	Current Discourses and Dynamics in International Development Cooperation	FM/GS	L&D CS
11.06	2	Regional Trade Scenario in South Asia and Lessons for Bangladesh	FM/GS	L&D CS
11.07	2	Critical Issues in Negotiations in Foreign Aided Projects	GS	L&D CS
11.08	2	International Arbitration: The Case of Maritime Boundary Dispute between Bangladesh-India and Bangladesh-Myanmar	GS	L&D CS

## THEMATIC AREA: SKILL DEVELOPMENT

### Module 12: Communication Competency

**Evaluation: Individual Presentation**

**Total Marks: 100 (IP: 50; Recap: 50)**

**Module Objective(s):** To enable the participants to communicate in English more confidently and proficiently.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
Recap	8	Recap Sessions	CMT	PPT Presentation
12.01	2	Art of Public Speaking	FM/GS	L&E
12.02	2	Techniques for Enhancing Professional English	FM/GS	L&D
12.03	2	Professional English Writing & Presentation Skills: Exercise	FM/GS	Exercise
12.04	1	Briefing on Development Debate	CMT/FM	Briefing
12.05	4	Development Debate	FM/GS	Presentation
12.06	3	Theme based Individual Presentation	FM	Presentation/ Speech

## THEMATIC AREA: CROSS-CUTTING ISSUES

### Module 13: Contemporary Issues<sup>3</sup>

**Evaluation Method: Individual Assignment (600-800 words)**

**Total Marks: 50**

**Module Objective(s):** To orient the participants with contemporary issues to remain updated on the changing aspects of Governance and development. This module also offers an opportunity to bring senior-level academics, professionals, and practitioners to share their thoughts on the issues.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
13.01	2	Ten Special Initiatives of Honourable Prime Minister	GS	L&D
13.02	2	Bangladesh on the March Towards Prosperity	GS	L&D
13.03	2	International Investment in Bangladesh: Opportunities and Challenges	GS	L&D
13.04	2	Bangladesh's LDC Graduation: Process and Implications on the Economy	GS	L&D
13.05	2	The Current State of Rohingya Crisis	GS	L&D
13.06	2	Climate Change and Disaster: Global Targets and National Action Agenda	FM/GS	L&D
13.07	3	Harnessing the Potentials of Marine Resources (Blue Economy)	FM/GS	L&D
13.08	2	Green & Clean Energy and the Future of Energy Security for Developing Countries	GS	L&D
13.09	2	Demographic Transformation: Dividend, Opportunities, and Challenges for Bangladesh	GS	L&D
13.10	2	Prospect for Overseas Employment	GS	L&D
13.11	2	Leadership in a Challenging Time: Covid-19 Experiences	GS	L&D
13.12	2	Autism and Neurological Disorder	GS	L&D

<sup>3</sup> This is an indicative list and may change overtime and is subject to availability of time. The CMT in consultation with the Rector can add and omit any topic based on the necessity and importance.

## **Module 14: Learning Good Practices**

**Total Marks: 150**

### **Part I.**

#### **Domestic Exposure Visit**

**Evaluation Method: Group Assignment**

**Total Marks: 50**

**Sub-Module Objectives:** To create opportunities for the participants to know the economy's transformation process by visiting different institutions/industries of the country. This visit also offers the participants opportunities to learn the governance culture and good practices of the visiting institutions and enterprises.

#### **Role of the CMT**

The CMT arranges visits for the participants to different institutions and enterprises. Public sector institutions, private sector enterprises, not-for-profit organizations, media outlets, military establishments, etc. are the target institutions for domestic exposure visits.

#### **Group Assignment**

CMT briefs the participants about the visit protocol and assignment before any visit. Group assignment should ideally incorporate the following issues: (a) an overview of the visiting institution; (b) governance; (c) learning points/good practices; (d) recommendations for public sector institutions in terms of realizing institutional goals and governance improvement.

### **Part II.**

#### **Overseas Training**

**Evaluation Method: Group Report Preparation and Presentation**

**Total Marks: 100<sup>4</sup>**

**Sub-Module Objectives:** To enable the participants to practically see, observe, and realize the development and trend of the progress of the visiting country. OT creates a unique opportunity for the participants to understand the critical factors of the visiting country's growth and success and their replicability in Bangladesh.

#### **Management of the Overseas Training**

Ministry of Public Administration identifies the country and the institution as part of the Overseas Training (OT) for 10 days, excluding the travel period. Usually, an advanced or emerging country, in terms of economic development, is selected for OT. The visit takes place after the completion of the course at the BPATC. BPATC and MOPA jointly organize the OT, and the latter arranges a briefing on this Training before it practically takes place and bears the cost of the OT.

---

4 Breakdown of total marks: presentation at the host organization (overseas part): 50; presentation at the BPATC as lessons learned workshop (LLW): 50 (group report: 25 and individual participation: 25).

## **Roles and Responsibilities of the Participants in the OT**

During the visit, the participants learn about different policies, strategies, and practices, both in general and sector-wise, contributing to the visiting country's development. As part of the OT, the participants get the opportunity to visit different institutions, and thereby, they learn many things in detail. Participants prepare a comprehensive report on the OT, where the following issues are included: (a) an overview of the visit; (b) different aspects of the development journey of the country (overall and sector-specific); (c) learning points for Bangladesh.

Participants should be very active and engaged in the visit to understand and identify the critical factors that contributed to the visiting country's development. Participants should also smartly and gently interact with their counterparts to deepen the sense of partnership and cooperation.

## **Methodology and Briefing on Assignments Under OT Group Formation**

Participants are organized in different groups, and each group may consist of 4-5 participants. CMT do the grouping. Each group gets a sector-specific topic from the CMT for study during the OT.

### ***Overseas Part***

Each group prepares a group report on the OT and presents it at the visiting country's host/designated institution. The group report and presentation cover the assignment of the overseas part. The group prepares the report and presentation, focusing on the assigned topic. While discussing policies, strategies, and experiences in the visit report, each group should specifically look at its given subject/topic.

### **BPATC Part**

#### ***Lessons Learned Workshop (LLW)***

After returning from the visit, BPATC organizes a 'lessons learned workshop (LLW)' where each group presents their visit report according to their assigned topic. Each group gets 30 minutes: 10 minutes for presentation and 20 minutes for Q&A. Group presentation may be made by one or some members of the group; however, all members must participate in the Q&A; otherwise, the member(s) who do not take part in the Q&A cannot qualify in the 'individual participation' segment which bears 25 marks.

A panel of experts evaluates the report and presentation in the LLW. Participants of other on-going courses at the BPATC may join the audience of the LLW, and they may also ask questions.

## ***LLW Marks Distribution***

Name of the Participant	<b>Group Report Presentation (25 Marks)<sup>5</sup></b>				<b>Individual Contribution<sup>6</sup> (Q&amp;A Part)</b>		
	<b>Issues Covered in the Report</b>						
	Overview of the Visit	Policy and Institutional Approach (Topic-wise)	Key Learning Points	Recommendations	Number of Question(s) Responded	Quality of Response (Clarity and Communication Ability)	Number of Supplementary Question(s) Responded
	5	10	5	5	10	10	5

<sup>5</sup> Each member of the group will get the same number as group performance.

<sup>6</sup> This evaluation is fully based on individual performance.



# **GUIDELINES FOR SEMINAR PAPER**

## Introduction

Writing a seminar paper is an integral part of the ACAD and is part of Module 5. Each participant must write a 'seminar paper' and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned academics and practitioners. This brief guideline supports the participants in writing the seminar paper.

This exercise gives the mid-level civil servants a practical opportunity to understand the governance and policy issues and, at the same time, to critically analyze the public policies to realize to what extent they are useful and relevant. By writing a seminar paper, the participants understand the complexities and multidimensional dynamics of the public policy process and Governance. Moreover, participants gain professional knowledge and expertise to comment on the necessity, effectiveness, efficiency, validity, etc. of the public policies and the quality of Governance. This exercise also helps the participants to improve their analytical abilities, writing, and reasoning skills.

## Specific Objectives of Writing the Seminar Paper

The following are the specific objectives of the assignment:

- understanding the critical aspects of Governance and development;
- helping to evaluate the policy process, from formulation to effectiveness;
- using social research methods to analyze and evaluate public policies;
- making the participants able to write formal seminar paper complying with standard methodological norms and requirements;
- improving critical analytical abilities; professional writing and presentation skills;
- enhancing the logical sequence and argumentation process.

## Note on the Research

A participant should research an area that is pertinent to his/her role. In other words, any governance, policy, or development issues of his/her Ministry/Division/Agency should be the main focus of the research. While undertaking the study, the participants may keep the following points in mind to better develop the paper:

- the importance of the study in terms of governance improvement, policy effectiveness, development results;
- challenges and opportunities about the research issue;
- Scope of generating evidence for policy influence and advocacy.

## Individual Assignment

Each participant must prepare a seminar paper that should be presented before a panel of experts. During the preparation of the paper, a team of research consultants supports the participants. Each participant makes an oral presentation of his/her seminar paper.

## **Technical Requirement for the Preparation of the Policy Evaluation Paper**

### ***Maintaining Academic Ethics***

No data, text, facts, ideas, or theories belonging to others presented as if they were the author's own ("plagiarism") are accepted. Proper acknowledgment of other's works must be given (this includes material that is closely copied (near verbatim), summarized and/or paraphrased). Quotation marks are used for verbatim copying of material, and permissions are secured for copyrighted material.

BPATC uses **Turnitin** software to screen plagiarism. If there is a suspicion of plagiarism, the concerned authority carries out an investigation. If, after research, the allegation seems to raise valid concerns, the accused author is contacted and allowed to address the issue. If any participant violates BPATC's prescribed policy regarding plagiarism, BPATC does not accept his/har paper, and this may result in disciplinary actions.

### **Length**

The length of the paper should be between 4000 and 7000 words.

### ***Text Formatting***

- Word format
- Font: Times New Roman, 12 size
- Using the automatic page numbering function to number the pages
- Not using field functions
- Using tab stops or other commands for indents, not the space bar
- Using the table function and not spreadsheets to make tables
- Using the equation editor or Math Type for equations
- Saving the file in docx format (Word 2007 or higher)

### ***Referencing***

- Harvard referencing style



# PART - B

**COURSE BROCHURE**

# 137<sup>th</sup> Advanced Course on Administration and Development (ACAD)

(24 July-21 September 2022)

## Course Management Team

### Course Adviser



**Baby Rani Karmakar**

Member Directing Staff (M&D)

Baby Rani Karmakar, Member Directing Staff (Management and Development) and joint secretary to the government belongs to the Civil Service (Administration Cadre) 20th batch. She has obtained her MA in Public Policy and Management at the University of Melbourne, Australia. She has taken training in South Korea and Belgium. She has worked at the Economic Relations Division, Ministry of Public Administration, Embassy of Bangladesh in Tokyo, Ministry of Commerce, Ministry of Land, BCS Administration Academy, Deputy Commissioner's Office, Khulna, in different capacities of the government. Her assignments lead her into the heart of public policy making stories and strategies behind them that evolve with convictions, challenges, reform initiatives, policy analysis, and the chemistry of how things go in the policy soup.

She has been engaged in the preparation process of the Consumers' Right Protection Act 2009, Import Policy Order 2009-12, Multi-level Marketing Control Act 2013, Civil Service Act 2018, second generation citizen's charter, performance appraisal system and some other contemporary reform works. She has also been involved in the preparation process of the United Nations Sustainable Development Cooperation Framework 2022-26 (UNSDCF), Country Programme Documents (CPDs) of UNDP, UNFPA, UNCDF, National Human Development Report 2021 to ensure that they reflect government plans and programmes. In the course of her work, she was involved in the gender mainstreaming training manual preparation process for the civil servant, and Change Management manual preparation in partnership with KOICA. Advocacy programmes such as sexual and reproductive rights of women, stop Gender based violence in the work place, adolescents' sexual and reproductive health and rights, women's financial inclusion, safe and environmentally sustainable ship recycling are some other areas where she worked in partnership with UNFPA, IMO, NORAD. She has promoted a technical skill transfer programme in Japan for the youth of Bangladesh.

## Course Director



**Dr. M. Arifur Rahman**

Director (Government System)

Dr. M Arifur Rahman, a career trainer, is serving BPATC as a Director. He has acquired expertise in training management, training consultancy and curriculum development from his 30 years of experience as a trainer. He has been trained in various renowned academic and training institutes in countries like Singapore, Japan, UK, USA, Belgium, China, Georgia, Thailand, Malaysia, Vietnam etc. Dr. Rahman usually conducts sessions on issues related to Bangladesh Studies, Public Policy, Public Procurement, Project Management, Gender and Development, Service Process Simplification, TQM and BPR. He studied Anthropology at Jahangirnagar University. He also has a second masters to his credit from the University of Warwick, UK in Gender and International Development. He obtained Doctor of Philosophy in Gender and Development from the University of Hull, UK. As an author he has published several journal articles on issues pertaining to gender, training and development. He has extensive research experience as well in these areas as key researcher and research supervisor.

## Course Coordinator



**Mst. Tahmina Akter**

Deputy Director (Finance)

Brief Biography of Mst. Tahmina Akter

- Designation : Deputy Director (Finance) (Senior Assistant Secretary)
- BCS batch : 31<sup>st</sup> Batch (Administration Cadre)
- Joined BPATC on 28<sup>th</sup> February 2022
- Education : B.A. Honors (English Discipline) M.A. (English literature)
- Area of Interest : Local Government, Land Management, English Language.

## Course Coordinator



### **Md. Motaher Hossain**

Deputy Director (MIS)

Mr. Md. Motaher Hossain is working as Deputy Director (MIS) at Bangladesh Public Administration Training Centre. He joined here as Deputy Director in the 2015. Before joining here he served in different organizations in the private sector of Bangladesh as HR & Management professional. In his academic arena Mr. Hossain completed his BSS (Hons) and MSS in Political Studies & Public Administration from Shahjalal University of Science and Technology (SUST). After his post-graduation, he completed Post Graduate Diploma in Personnel Management and MBA in Human Resources Management. Beside several local trainings, he attended a short course on “Leadership in Public Sector” at Duke University, USA in 2018 and training on “Good Governance” in Hongkong University in 2019. His areas of interest include Organizational Behavior, HRM and Leadership.



## 1.0 Introduction

Every modern state generally strives to establish a public administration training institute at the national level for mitigating the demands for ready human resources for running the state affairs effectively and for rendering the best services to the citizenry. Bangladesh Public Administration Training Centre (BPATC), as a centre of excellence and a premier regional hub, is dedicated to providing effective, inclusive and self-mandated and bespoke training for civil servants in the public sector in Bangladesh. The Centre is entrusted to meet national and global challenges of the modern era through imparting state-of-the-art training in the public sector.

The spirit of our liberation war in 1971 was to build a glorious, developed, and prosperous Bangladesh free from all sorts of exploitations and injustices. In order to achieve the goal, a group of well-groomed, professional, and skilled civil servants in all tiers is a must. At present, the national commitment is to build up a digital Bangladesh and middle-income country by 2021. We need hardware, software, and human resources to achieve the target. Human Resource is the most important aspect to ensure digital Bangladesh and achieve Sustainable Development Goals, Vision 2021 and Vision 2041. BPATC can be treated as the nursing home of human resources to cater to these dire needs.

The main mandate of BPATC is to provide the highest quality training to groom up the officers of entry-level, mid-level, and even at the senior-level as the best administrative leaders of the soil. The Centre is relentlessly working to perform its assigned duties properly. We believe any training institution is preaching and practicing a house of good governance. Therefore, we try to encourage the participants by saying the best words and by demonstrating the best practices. We would like to reiterate that we religiously believe in transparency, accountability, justice, and fairness. Our humble expectation from our participants is that they will also avail themselves of the opportunity to reinforce their positive attitude, pro-activeness and working spirit through the training received here. We are always with our esteemed participants to provide the best services as much as possible.

Foundation Training Course (FTC) is the main core course of the Centre for the entry-level officers who are future administrative leaders of the country. They are to carry out their own responsibilities to provide efficient and quick delivery of services to the citizens of this country with less effort and minimum costs. We sincerely desire the participants of FTC will utilize their time here effectively to gather experience to perform their responsibilities efficiently with the highest professionalism.

## 2.0 Foundation of BPATC

With the dire necessity of fulfilling the demand for ready human resources of a newly born independent country and achieving the dream of the father of Nation Bangabandhu Sheikh Mujibur Rahman's Sonar Bangla, creating a core of efficient, dynamic, competent, citizen-focused, proactive, and patriotic public servants for rapid and sustained development, BPATC emerged in 1984 as an autonomous organization amalgamating the then four institutions:

1. Bangladesh Administrative Staff College (BASC)
2. National Institute of Public Administration (NIPA)
3. Civil Officer Training Academy (COTA)
4. Regional Staff Training Institute (STI)

### **3.0 Location and Landscape**

Set amidst a landscape of the velvet of lush green natural environment and aesthetic beauties blended with planned trees with the abode of chirping birds, flowers, gardens, water body- a habitat of flora and fauna surrounded by a mini tea garden, a herbal garden, and plants and modern infrastructures, the Centre lies in Savar at a surface of 54 acres land which is 28 kms away from the maddening crowd of the capital city Dhaka. Notwithstanding the limitation imposed by its distant location, the Centre prides itself as the alma mater for most laurels in the civil service domain across the country.

### **4.0 Vision, Missions, Theme, and Core Values**

#### **Vision**

BPATC becomes a Centre of Excellence for developing patriotic, competent, and professional civil servants dedicated to the 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 consultancy services for continuous improvement of public service delivery system;
- establishing an 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.

#### **Theme**

Building an effective, inclusive, and accountable public administration system

#### **Core Values**

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

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, make decisions, and determine our priorities. They strengthen our respect for the people we serve, our colleagues, and ourselves. As a public sector human resource development organization, we value:

## **Discipline**

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

## **Integrity**

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

## **Inclusiveness**

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

## **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.

## **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 a 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.

## **Team Spirit**

We foster spirit 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.

## **5.0 Faculty, Management, and Participants**

The learned faculty of the Centre comprises a healthy blend of senior civil servants, academicians, and researchers, keeping spaces for dignified guest speakers with diversified backgrounds. The civil servants combine the richness of their field experience with strong academic credentials, creating a

stimulating atmosphere for learning knowledge, skills, and competencies attuned with a positive attitude. The faculty blended with academicians, experienced civil servants, and researchers contribute to the two-way synergy of theory and practice to respond to constantly changing environmental dynamics.

The Centre is headed by a Rector who is a Secretary to the government entrusted with transforming the vision, mission of the Centre into reality by managing the human and other resources holistically at his domain. Followed by the Rector, there are six Member Directing Staff (MDS) of the rank of Additional Secretary/Joint Secretary to the government, devoted to supervising six divisions of the centre. There are a required number of specialized departments within each wing headed by Directors, equivalent to the rank of Deputy Secretaries. Other faculty members below Directors are designed as Deputy Directors, Senior Research Officers, Research Officers, Evaluation Officers, Assistant Director, Medical Officers, and Librarians. The total manpower of BPATC is about 650 of which class-I officers (Grade-9)-120, Class II Officers (Grade-10)-22 Support Staff belonging to class-III (Grade 11-16)-235 and Class-IV (17-20)-272 respectively. The Centre acts as a virtual melting pot where participants across the divergent generation, qualifications, and socio-economic backgrounds meet, interact and learn from each other ranging from the brilliant young women and men who begin their career in civil service after qualifying in rigorous competitive examination to mid-level and senior officials.

Above all, the Centre has a twelve-member Board of Governors (BOG) chaired by a Minister. Overall administration and policy guidelines of the Centre rest on the board.

## **6.0 Functions of BPATC**

### **6.1 Training**

Since its inception, the Centre has turned into a trusted home of training for the officials of government, autonomous and non-government organizations. Among the core courses conducted by the Centre, the FTC is for the new entrants to the Bangladesh Civil Service (BCS) while Advance Course on Administrative and Development (ACAD) is for mid-career Deputy Secretaries and their equivalent, Senior Staff Course (SSC) is for the Joint Secretaries and equivalent officials from Defence Services and Police while Policy Planning and Management Course (PPMC) is for the Additional Secretaries.

The Centre also conducts a plethora of short courses to make officers aware of the government's policies, familiarize them with the Rules, Regulations, etc and appraise them of the relevant reforms and changes. The Centre on occasions caters bespoke training, e.g., Special Foundation Training course (SFTC), to entertain the demands of the valued clients. Indeed, the Centre has four arms as Regional Public Administration Training Centre (RPC), planned to be extended up to all eight Divisions of the country shortly, mandated to discharge specialized training courses for supporting staff and officials at the regional level. Understanding rural people and the dynamics of field administration through field visits and attachments is a mandatory part of the training of BPATC. In BPATC, the medium of instruction in classroom sessions is preferably English. The Centre encourages participants to develop their oral English skills, and as such, they are expected to speak English with colleagues and faculty members during staying at BPATC. The participants have to mandatorily abide by the norms, code of conduct, dress code, table manners, and standards set by the Centre.

## **6.2 Research and Consultancy**

As the think-tank of the government, the Center conducts research and provides consultancy services to the government and valued clients regarding administration and development to resolve imminent problems and strategic challenges and formulate sound policies. These emerging challenges are pertaining to poverty reduction, inequality, corruption, environmental degradation, child labour, water and sanitation, access to e-services, transport, and communication, quality education and health services, unemployment, terrorism, migration, refugee problem, etc. There is a research committee headed by the Vice-Chancellor of Jahangir Nagar University with spaces for two external experts nominated by the BOG for executing the research activities of the Centre.

## **6.3 Publication**

The Centre publishes BPATC English and Bangla Journals, yearly Bangladesh Lok-Prashashon Potrika, bi-annual Lok-Prashason Samoeky. BPATC Barta, BPATC Newsletter, Training Calendar, Annual Report, Books, Seminar Paper, Training Programmes, research work, forms, cards, etc. There is a publication committee headed by the Rector of the Centre, keeping a professor of Jahangir Nagar University from the Department of Public Administration or Political Science as a member.

## **7.0 Facilities of BPATC**

### **Accommodation**

The Course is hundred percent residential. The participants will have to stay in the room allocated to them at International Training Complex (ITC) at

### **Class Room**

In BPATC, classes are conducted at various facilities of the Centre, especially at Academic Building, ITC, Multipurpose Hall, Lecture Theatre to suit the purpose. In each classroom, there will be a classroom attendant. He will manage the training aids of the classroom and assist all sorts of classroom support for smoothly running the training sessions. Technical Supervisor supervises her/him. The classes are under the constant vigilance of the CMT and evaluation wing.

### **Academic Building**

It is a three-storied structure building (ex-Syndicate building) with classrooms and other facilities. The trainees' rooms are in close touch with the classrooms so that the faculty can carry various training materials and be in close touch with other offices and classrooms. The rooms are spacious and having regard to the hot and humid climate of Bangladesh.

## **Lecture Theatre**

There are two modern lecture theatres at the Centre, designed to seat 125 trainees at a time. It is intended for the passing out exercises, especially when the classrooms are not suitable to accommodate a medium-sized assembly of trainees. The total covered area of the theatre is 4.400 sq. ft. with a fixed and curved gallery sitting arrangement.

## **Auditorium or Multi-Purpose Hall**

It is the largest hall of multipurpose use where six hundred persons can be accommodated very comfortably. The seats can be arranged and stacked as and when necessary. This hall is intended to assemble outstanding speakers from time to time, available occasionally for international conferences and social and cultural functions.

## **International Training Complex (ITC)**

It is one of the facilitating arms of the Centre for networking with foreign institutions for arranging training, workshops, seminars, meetings, etc. The office of the Rector and the Rector's Secretariat has recently been shifted here. This complex has modern accommodation facilities for all types of training programs, e.g., two mini auditorium, rector's conference room, seven classrooms, syndicate rooms, seminar room, one executive dining room, kitchen facilities, etc. The ITC has residential facilities for VIPs and trainees/ participants for higher course. Exquisitely designed double-seated rooms are fully furnished and equipped with modern facilities like refrigerator, television, telephone, etc. It has a computer laboratory with an internet connection that offers facilities for global communication networks for the participants. The complex is turning into a full-fledged abode of training, networking, and collaboration very shortly by converting it into a ten-storied self-sufficient modern Building.

## **Multi-Purpose Building**

This three-storied building of the Centre meets the daily needs and activity services of the staff and trainees. It provides services of a bank, ATM booth, post office, laundry, salon, canteen, etc.

## **ATM Booth**

The Centre has Sonali Bank with an ATM booth facility. This ATM booth supports VISA, NPSB, and Q-cash. This is a newly added facility at BPATC.

## **Library**

The BPATC library is one of the best administration libraries in the country. The library plays an important role in achieving the goals of training. Collection of relevant books, journals, magazines, and other reading materials and processing these for the readers are the main tasks of the library. There are approximately 1,25,000 books for circulation to the readers in its possession. Participants will

have ready access to the reading facilities. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters, and magazines as complimentary copies through exchange programmes with various local and foreign organizations. Recently a 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available.

The library remains open from 8.00 am to 10.00 pm without any break from Sunday to Thursday. It remains open from 4.00 pm to 10.00 pm on Friday and Saturday. A large number of readers use the library regularly. Every faculty member can borrow ten books, while a trainee can borrow four books at a time for one month. Photocopying facilities are also available on payment on the library's ground floor.

Except for the books issued, the trainers and trainees can read many leading dailies. Moreover, five selected dailies are preserved in bound form for various reference and research purposes. The library also subscribes to international magazines such as The Economist, Times, Reader's Digest, and National Geographic. The library is subscribers to some renowned journals, namely Proshikhyan, International Review of Administrative Science, etc. The participants are encouraged to use the library facilities at the maximum effort. Librarian (AVR) is the key person to know more about the library. (cell no. 0174255395) is working as Librarian of the Centre.

## **Dining/Cafeteria**

Assistant Director (Dormitory) supervises activities of the cafeteria. Participants must follow table manners and the time schedule as given below:

### **Regular tentative schedule for dining:**

- Breakfast: 07:00 am to 8:15 am hrs
- Snacks & tea (morning): 10:40 am to 11:00 am hrs
- Lunch: 13:15 to 14:00 hrs
- Snacks & tea (evening): 17:00 pm - 17:45 pm hrs (subject to change based on sunset time)
- Dinner: 20:30-21:30 hrs

## **Computer Lab**

Computer training is compulsory for all participants. All the computers of the two labs are connected with Broadband Internet facilities. The participants are encouraged to send and receive e-mail and browse the net. The lab will remain open from 03:00 pm to 10:00 pm during working days.

## **Language Lab**

The Centre has two language labs for enhancing the listening capability of the participants where language classes are arranged. A lab attendant is assigned to every lab to maintain and assist trainees. Technical Supervisor supervises lab attendant and language lab.

## Swimming Pool

Learning swimming is compulsory with the sole aim of life-saving for those who do not know how to swim. The swimming pool opens from 6.15 pm to 7.15 pm for practice only on Sunday and Monday. This schedule is optional for the participants. The training session will be arranged as per the schedule of the course.

## Clinic

The BPATC clinic offers medical treatment to the participants of the various training courses and the employees and their dependent family members who are residing on the BPATC campus. The clinic staff consists of four medical officers, two sub-assistant community medical officers (SACMO), one physiotherapist, one pharmacist, two senior staff nurses, two compounders, and two office assistants. This medical team offers various medical services to the client round the clock. The medical officers of the clinic manage the daily outdoor patients and give consultations to them. They also attend emergency patients at any time round the clock and manage them as per circumstances. The clinic arranges health check-up sessions for the participants of all the core courses at the beginning of the course.

The medical clinic is run by four qualified doctors with limited medical facilities. Participants are given free medical consultation, prescriptions, and limited medical care. The participants are entitled to have medical prescriptions free of charge and some common medicines available at the clinic, especially on an emergency basis. However, the medical facilities can only meet the primary needs or minor cuts and injuries. The clinic provides ambulance services on payment in case of serious illness. Doctors are available in two shifts from 9.00 am - 3.00 pm and from 3.00 pm to 9 pm. From 9 am to 9 pm, doctors attend to the patients in case of emergency.

Contact number of the Doctors:

Dr. Mustafizur Rahman	Medical Officer	01552444675	4143	4443
Dr. Syed Shamsul Arefin	Medical Officer	01829673034	4350	-
Dr. Bilkis Laila	Medical Officer	01711073636	4308	-
Dr. Shamima Akter	Medical Officer	01711001084	4308	-

**Emergency Number for Medical Purpose: 01705757690**

## Physiotherapy

There is a physiotherapy unit at the gymnasium hall of the Centre. It operates under the supervision of the clinic. An experienced graduate physiotherapist is appointed there to give required consultation and therapy to the participants and the employees of BPATC.



## Contact number of Physiotherapists

Name	Designation	Cell No.	Ext. Tel	Timing
Ratan Kumar Das	Physiotherapist	01911574514	4318	3:30-6:30pm
Minara Akter	Physiotherapist	01677302243	4318	3:30-6:30pm

## Mosque

BPATC has a large and splendid mosque surrounded by a lush green garden. Interested Muslim officers and staff and the participants of different training courses offer their prayer in the mosque. Around 1000 people can have their prayer in the mosque at a time. One Imam, one Muazzin, and one Khadem in the mosque work there and get their salaries from the government exchequer.

## Recreation

As the course is very intensive, there is minimal scope for recreation. However, there are some television sets in the dormitories with dish connections. Facilities for playing Table Tennis, Carom, Chess, Billiard, etc., are available in the dormitories and indoor games hall as well. Participants will arrange cultural programmes and mess nights at the end of every month. They are also taken to different places for a visit of interest.

## 5.0 MOPA Nomination List

ক্র.	কর্মকর্তার নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নম্বর
১.	জনাব মো: আব্দুল খালেক(৫৮৮৬)	যুগ্মপরিচালক/(উপসচিব), জাতীয় স্থানীয় সরকার ইনস্টিটিউট।	০১৫৫২-৩১৭৯৩৭
২.	কাজী আতিয়ুর রহমান (১৫১৩১)	প্রধান নির্বাহী কর্মকর্তা, জেলা পরিষদ, পাবনা।	০১৭১৮-৫২৬৫০১
৩.	জনাব মো: রেজাউল আলম সরকার (১৫১৪৭)	উপসচিব, বাংলাদেশ ক্ষুদ্র ও কুটির শিল্প করপোরেশন, রাজশাহী।	০১৭১৮-৭৫১২৫২
৪.	জনাব এ এফ এম ফজলে রাব্বী (১৫২০৩)	উপসচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	০১৫৫৭-১৯২৯১৯
৫.	জনাব টি কে এম মোশফেকুর রহমান (১৫২০৬)	উপসচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	
৬.	জনাব মোঃ সামছুল ইসলাম (১৫২০৭)	ডেপুটি চিফ, পরিকল্পনা মন্ত্রণালয়।	০১৭১৬-৭৫০৪৭৬
৭.	জনাব মোঃ সহিদুল ইসলাম চৌধুরী (১৫২০৮)	উপসচিব, মন্ত্রিপরিষদ বিভাগ।	০১৭১২-২২২৫৬৯
৮.	জনাব ফারজানা মান্নান (১৫২০৯)	উপসচিব, স্থানীয় সরকার বিভাগ।	০১৮৭৯-১৩২১৩৭
৯.	জনাব মোঃ আশরাফ হোসেন (১৫২১০)	জোনাল সেটেলমেন্ট অফিসার, জোনাল সেটেলমেন্ট অফিস, ঢাকা।	০১৭১৫-৩৪৫৩৮০
১০.	জনাব মোহাম্মদ ফারুক-উজ-জামান (১৫২১২)	উপসচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	০১৮১৯-১৩৫৪৫১
১১.	জনাব তাহমিনা বেগম (১৫২১৭)	উপসচিব, বিদ্যুৎ বিভাগ	০১৭৮৯-৪৪৪৫২১
১২.	জনাব এ কে এম মিজানুর রহমান (১৫২১৯)	উপসচিব, স্থানীয় সরকার বিভাগ।	০১৭১১-৭৩০৩৫৬
১৩.	জনাব মোহাম্মদ আসাদুল হক (১৫২২০)	পরিচালক, পরিবেশ অধিদপ্তর।	০১৭১২-৫২৯০৭৮
১৪.	ড. মোহাম্মদ আজিজুল হক (১৫২২১)	উপসচিব, মন্ত্রিপরিষদ বিভাগ।	০১৯১০-৮০৭৭৪৩
১৫.	জনাব মোহাম্মদ রোকন উদ্দিন (১৫২২৩)	উপসচিব, স্বাস্থ্য সেবা বিভাগ।	০১৮১৯-৯৯৩১৪৩
১৬.	জনাব শহীদ মোহাম্মদ ছাইদুল হক (১৫২২৮)	উপসচিব, জননিরাপত্তা বিভাগ।	০১৭২৭-২০২৭৬২
১৭.	জনাব নাজনীন পারভীন (১৫২২৯)	উপসচিব, বাণিজ্য মন্ত্রণালয়, সংযুক্ত।	০১৭১২-২৮৫২৮২
১৮.	জনাব মোহাম্মদ আনোয়ারুল নাথের (১৫২৩২)	উপসচিব, সেতু বিভাগ, ঢাকা।	০১৭১৮-৬৮৬১৬৬

১৯.	জনাব মনজুর মোহাম্মদ শাহরিয়ার (১৫২৩৫)	উপপরিচালক, জাতীয় ভোক্তা অধিকার অধিদপ্তর।	
২০.	জনাব মোঃ আমিনুল ইসলাম (১৫২৩৬)	প্রকল্প পরিচালক, ইন্স্টাবলিসমেন্ট অফ বিডিএসইটি, সেন্টার প্রজেক্ট, ঢাকা।	০১৭১২-৮৮১২৩১
২১.	জনাব সারা দিবা (১৫২৩৮)	উপসচিব, স্বাস্থ্য শিক্ষা ও পরিবার কল্যাণ মন্ত্রণালয়	০১৭১২-৮৫৩৬৬৫
২২.	জনাব তরফদার মোঃ আকতার জামিল (১৫২৪১)	সচিব (উপসচিব), বাংলাদেশ জাতীয় মুক্তিযুদ্ধ কল্যাণ ট্রাস্ট।	০১৭১১-১৭০৩৪২
২৩.	জনাব মুহাম্মদ ইকবাল হসাইন (১৫২৪৪)	উপসচিব, গৃহায়ন ও গণপূর্ত মন্ত্রণালয়	০১৭১২-৬৯০৩৩২
২৪.	জনাব অপূর্ব কুমার মন্ডল (১৫২৪৬)	উপসচিব, সড়ক পরিবহন ও মহাসড়ক বিভাগ	০১৭৬১-৮৭১১১৯
২৫.	জনাব প্রিয়সিদ্ধু তালুকদার (১৫৩১২)	উপসচিব, ডাক ও টেলিযোগাযোগ বিভাগ।	০১৭১২-৬৮১০৫৩
২৬.	জনাব মোঃ আপুর রউফ মন্ডল (১৫৩৬৭)	পরিচালক (প্রশাসন ও শিক্ষা), সামরিক ভূমি ও ক্যান্টনমেন্ট অধিদপ্তর, প্রতিরক্ষা মন্ত্রণালয়, ঢাকা সেনানিবাস।	০১৭১৫-৯৬১০৬৩
২৭.	জনাব আরিফ আহমেদ খান (১৫৩৮১)	উপসচিব, প্রবাসী কল্যাণ ও বৈদেশিক কর্মসংস্থান মন্ত্রণালয়।	০১৭১২-৯৩৬৩৪৫
২৮.	জনাব মোঃ মনিরুজ্জামান (১৫৪০৮)	উপসচিব, শিল্প মন্ত্রণালয়।	০১৯১৪-৭০৭৫১২
২৯.	জনাব মুহাম্মদ আবুল কাসেম (১৫৪৮৩)	উপসচিব, অর্থ বিভাগ।	০১৫৫২-৩৮৩৫৬০
৩০.	জনাব মোহাম্মদ শাহজালাল (১৫৪৯৭)	মাননীয় সভাপতির একান্ত সচিব (উপসচিব), কৃষি মন্ত্রণালয় সম্পর্কিত স্থায়ী কমিটি, বাংলাদেশ জাতীয় সংসদ।	০১৭১২০২৩৪৫২
৩১.	শ্রী মোহাম্মদ মাহবুবুর রহমান (১৫৭৪৮)	উপসচিব, নৌপরিবহন মন্ত্রণালয়।	০১৭১৮-৫১৫০১৭
৩২.	জনাব মোহাম্মদ মাহমুদুল কবীর (১৫৭৫১)	উপসচিব, পানি সম্পদ মন্ত্রণালয়।	০১৭১৭-০০০৭৮৬
৩৩.	জনাব মোঃ মশিউর রহমান তালুকদার (১৫৯২১)	উপসচিব, জনপ্রশাসন মন্ত্রণালয়।	০১৭১৮-০৩১৪৪৩
৩৪.	জনাব মোহাম্মদ জালাল উদ্দিন (১৫৯২২)	উপপ্রধান (উপসচিব), পরিকল্পনা মন্ত্রণালয়।	০১৭১১-০৪৪৪৬৫
৩৫.	জনাব রাজীব কুমার সরকার (১৬০৫৪)	উপসচিব, ময়মনসিংহ সিটি কর্পোরেশন, ময়মনসিংহ।	০১৭১২-৮৮৭৩১৮
৩৬.	জনাব ফাতিমা-তুজ-জোহরা ঠাকুর (২০৪৭৬)	উপসচিব, ডাক ও টেলিযোগাযোগ বিভাগ।	০১৭৫১৭৯৮১৭৫৬
৩৭.	জনাব মোঃ সফিউল আলম (৮০৯৯)	উপসচিব, অর্থ বিভাগ।	০১৭৫৪-২৪৬৩৩৪
৩৮.	জনাব আরহাম জাহিন মজুমদার (বিডি/৯২৪৪), ৫৩ এফসিসি	উইং কমান্ডার, পেশাগত দায়িত্ব, ওকোয়াজন বাংলাদেশ বিমান বাহিনী গািটি জহুরুল হক, চট্টগ্রাম।	০১৬৭৮০৫৪৫১৫