

136th ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

(22 May - 20 July 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

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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
MCQ	Multiple Choice Question
MD	Module Director
MOPA	Ministry of Public Administration
PMC	President of the Mess Committee
Q&A	Question & Answer
RCs	Research Consultants

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PART - A

COURSE GUIDELINE

INTRODUCTION

The liberation war's core spirit 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 foreign exposure visit in a foreign country's designated institution. 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 7 thematic areas.

The modules are presented below under the thematic areas.

Thematic Areas	Modules
Public Service Management	Module 1: Behavioral Governance
	Module 2: Public Service and Operational Issues
	Module 3: ICT and e-Governance
	Module 4: Fitness of Body and Mind
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
International Partnerships and Negotiations	Module 9: Project Management and Financing
	Module 10: Procurement Management
Skill Development	Module 11: Diplomatic and Development Partnerships and Negotiations
Cross-Cutting Issues	Module 12: Communication Competency
Learning Good Practices	Module 13: Contemporary Issues
	Module 14: Exposure Visits
	(a) Domestic Exposure Visit
	(b) Foreign Exposure Visit

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

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 five-member 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 Day¹

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.

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

¹ 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 1000 marks. The principal means of evaluations are MCQ tests, 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	ICT and e-Governance	25	-	25
4	Fitness of Body and Mind	25	-	25
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	Exposure Visits			200
	Domestic Exposure Visit	-	50	
	Foreign Exposure Visit	50	100	
15	Evaluation by the CMT	25	-	25
16	Evaluation by Evaluation Department	25	-	25
	Total Marks	550	450	1000

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.

Evaluation	Subject of Evaluation	Marks	Total
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.

Sl. No.	Percentage of Marks	Grading
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. An app has been launched for 134th ACAD for recording day-to-day performance. 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 800-1000)

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	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	2	Art of Leadership	FM/GS	L&D
2.11	1	Lifelong Learning	FM/GS	L&D
2.12	2	Change Management	FM/GS	L&D
2.13	2	Media Relations	FM/GS	L&D

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 3: E-Governance

Evaluation Method: Individual Assignment

Total Marks: 25

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 of Body and Mind

Evaluation Method: MCQ Tests

Total Marks: 25

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 800-1000)

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 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

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	Trade Regime in the Post-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

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	Critical Aspects ² of Complex and Big Projects Management (Example: Padma Bridge, Metro Rail, and Nuclear Power Plant)	GS	L&D
9.07	2	Financing for Development Projects in Bangladesh: Sources, Procedures, and Challenges	GS	L&D
9.08	2	PPP in Bangladesh: Status, Opportunities, and Challenges	GS	L&D
9.09	2	Sustainability and Transfer of Projects	GS	L&D
9.10	2	Tax, VAT and Similar Type of Compliances in Project Management	FM/GS	L&D
9.11		Project Visit	CMT	Visit

² 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	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	1	Framework 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 Issues³

Evaluation Method: Individual Assignment (800-1000 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	Belt and Road Initiative (BRI) of China and Implications for Bangladesh	GS	L&D
13.12	2	Leadership in a Challenging Time: Covid-19 Experiences	GS	L&D
13.13	2	Autism and Neurological Disorder	GS	L&D

³ 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.

THEMATIC AREA: LEARNING GOOD PRACTICES

Module 14: Exposure Visits

Total Marks: 200

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.

Foreign Exposure Visit

Evaluation Method: Group Report Preparation and Presentation

Total Marks: 150⁴

Sub-Module Objectives: To enable the participants to practically see, observe, and realize the development and trend of the progress of the visiting country. FEV 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 Foreign Exposure Visit

Ministry of Public Administration identifies the country and the institution as part of the foreign exposure visit (FEV) for 10 days, excluding the travel period. Usually, an advanced or emerging country, in terms of economic development, is selected for FEV. The visit takes place after the completion of the

4 Breakdown of total marks: presentation at the host organization (overseas part): 50; presentation at the BPATC as lessons learned workshop (LLW): 100 (group report: 50 and individual participation: 50).

course at the BPATC. BPATC and MOPA jointly organize the FEV, and the latter arranges a briefing on the exposure visit before it practically takes place and bears the cost of the FEV.

Roles and Responsibilities of the Participants in the FEV

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 FEV, the participants get the opportunity to visit different institutions, and thereby, they learn many things in detail. Participants prepare a comprehensive report on the FEV, 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 FEV 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 FEV.

Overseas Part

Each group prepares a group report on the FEV 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 50 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	Group Report Presentatio (50 Marks)⁵				Individual Contribution⁶ (Q&A Part)		
	Issues Covered in the Report						
	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
	10	20	10	10	20	20	10

⁵ Each member of the group will get the same number as group performance.

⁶ 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 paper, and this may result in disciplinary actions.

Length

The length of the paper should be between 5000 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

SUGGESTED READING LIST

Module: Behavioural Governance

Abelson, R.P. and Rosenberg, M.J. 1958, 'Symbolic Psycho-Logic: A Model of Attitudinal Cognition,' *Behavioral Science*, 3(1), pp. 1-13.

Bodolica, V. and Spraggon, M. 2011, 'Behavioral Governance and Self-Conscious Emotions: Unveiling Governance Implications of Authentic and Hubristic Pride,' *Journal of Business Ethics*, 100(3), pp. 535-550.

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Majumdar, R.C. 1971, *The History of Bengal: vol. 1, Hindu Period* (reprint).

Nihar Ranjan Roy, *History of Bangladesh*.

Sarkar, J. (Ed.) 2004, *The History of Bengal: vol. II: Muslim Period 1200 AD-1757 AD*, BR Publishing Corporation.

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বাংলাদেশের স্বাধীনতা যুদ্ধ দলিলপত্র (১৫ খন্ড), সম্পাদনা: হাসান হাফিজুর রহমান, হাক্কানী পাবলিশার্স, ঢাকা।

বাংলাদেশ সরকার ১৯৭১, লেখক: এইচ.টি.ইমাম, আগামী প্রকাশনী।

বাংলাদেশের ইতিহাস ১৭০৪ - ১৯৭১, সম্পাদনা: সিরাজুল ইসলাম, এশিয়াটিক সোসাইটি অব বাংলাদেশ।

বাঙালির মুক্তি সংগ্রাম ও জাতির জনক বঙ্গবন্ধু, লেখক: হারুন-অর-রশিদ, ঢা.বি.।

তাজউদ্দীন আহমদের ডায়েরী (১ ও ২ খন্ড), সম্পাদক: সিমিন হোসেন রিমি।

লেখকের রোজনামাচার চার দশকের রাজনীতি - পরিক্রমা ১৯৫৩-৯৩, লেখক: আবদুল হক, ইউপিএল।

বাংলাদেশের মুক্তি সংগ্রামের ইতিহাস ১৯৪৭-১৯৭১, সম্পাদনা: সালাহউদ্দীন আহমদ ও অন্যান্য, আগামী প্রকাশনী।

বঙ্গবন্ধু শেখ মুজিবকে ঘিরে কিছু ঘটনা ও বাংলাদেশ, লেখক: এম.এ. ওয়াজেদ মিয়া, ইউপিএল।

স্বায়ত্বশাসন থেকে স্বাধীনতা ১৯৬৬-১৯৭১, লেখক: কামাল হোসেন, অক্ষর প্রকাশনী।

মুক্তিযুদ্ধে বাংলাদেশ, মূল লেখক: মেজর জেনারেল কে.এম. শফিউল্লাহ, আগামী প্রকাশনী মূলধারা ৭১, লেখক: মঈদুল হাসান, ইউপিএল।

বাংলাদেশের রক্তের ঋণ, মূল: এছনী ম্যাসকারেনহাস, হাক্কানী পাবলিশার্স।

মুক্তিযুদ্ধের নয় মাস: অবরুদ্ধ রাজ-বিশ্ববিদ্যালয়, লেখক: আমানুল্লাহ আহমদ, হাক্কানী পাবলিশার্স।

লক্ষ প্রাণের বিনিময়ে, লেখক: রফিকুল ইসলাম বীর উত্তম, অনন্য।

Module: Public Service and Operational Issues

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Module: Public Policy and Governmental Business Process

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Module: Sustainable Development Goals

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PART - B

COURSE BROCHURE

Bangladesh Public Administration Training Centre

Rector BPATC



Ramendra Nath Biswas
Secretary to the Government
BCS Administration (9th Batch)
rector@bpatc.org.bd

135th Advanced Course on Administration and Development (ACAD)

(22 May - 20 July 2022)

Course Management Team

Course Adviser



Md. Shaugatul Alam
Member Directing Staff
Cell: 01731658284

Course Director



Dr. Md. Zohurul Islam
Director
Cell: 01716458964

Course Coordinator



Md. Anisur Rahman
Deputy Director
Cell: 01712726254



Jakia Sultana
Deputy Director
Cell: 01964920789

1.0 List of Module Directors

30/04/2022, 14:09

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Bangladesh Public Administration Training Centre (BPATC)
Savar, Dhaka-1343
www.bpatc.org.bd
Planning Section



Record Number: 05.01.2672.133.25.020.21.32

Date: 19/4/2022

Office Order

The Course Management Team (CMT) of the 136th Advanced Course on Administration and Development (ACAD) scheduled to be held from 22 May to 20 July 2022 is constituted hereby with the following officials:

Sl. No.	Position in the CMT	Name and Designation
1.	Course Advisor	Mr. Md. Shaugatul Alam MDS
2.	Course Director	Dr. Md. Zohurul Islam, Director
3.	Course Coordinator	i) Mr. Md. Anisur Rahman Deputy Director
		ii) Ms. Jakia Sultana Deputy Director

2. The Course Management Team (CMT) is requested to:

- contact with the nominated participants over the telephone to reconfirm their participation and send welcome letter accordingly;
- convene a preparatory meeting with concerned members of the faculty for overall design and preparation of the course;
- adjust financial advances within fifteen days (15) from the date of completion of the course
- submit twenty (20) copies of course brochure to PPR department and five (05) copies to the library;
- send omnibus (both hard and soft copies) with original registration forms, release order, and other necessary documents to PPR department within twenty (20) days of course completion;
- prepare two volumes of omnibus accumulating all the necessary documents of the course. Two sets of each volume should be prepared; one set is to be sent to the PPR department and the other to the library for preservation. Omnibus (two volumes) will consist of all handouts and be arranged module-wise and must bear page number and there will be an

Bangladesh Public Administration Training Centre

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.

Extracted from the Evaluation Policy of BPATC

৭.২.৬। শৃঙ্খলা পরিপন্থি আচরণ

কোর্স চলাকালীন একজন প্রশিক্ষার্থীর নিম্নোক্ত কার্যকলাপ শৃঙ্খলা পরিপন্থি আচরণ হিসেবে গণ্য হবেঃ

- (ক) কোর্স ব্যবস্থাপনা টিম এর অনুমতি ব্যতীত কোন অধিবেশনে অনুপস্থিতি;
- (খ) অননুমোদিতভাবে কেন্দ্রের বাইরে গমন অথবা অবস্থান;
- (গ) পরীক্ষায় অসদুপায় অবলম্বন;
- (ঘ) কোর্স ব্যবস্থাপনা টিম অথবা কেন্দ্র কর্তৃক নির্ধারিত নিয়ম-শৃঙ্খলার পরিপন্থি কাজে জড়ানো;
- (ঙ) কারণ দর্শানোর নোটিশ প্রাপ্তির পর সন্তোষজনক জবাব প্রদানে ব্যর্থ হলে;
- (চ) নির্ধারিত সময়ে রিপোর্ট/অ্যাসাইনমেন্ট ইত্যাদি যথাসময়ে জমা প্রদানে ব্যর্থ হলে;
- (ছ) নারীর প্রতি অশোভন আচরণ;
- (জ) নির্ধারিত পোষাকের ব্যত্যয় ঘটানো;
- (ঝ) প্রশিক্ষণের নিয়ম-নীতির ব্যত্যয়;
- (ঞ) শ্রেণিকক্ষে মোবাইল ফোন বা অন্যকোন যোগাযোগের বা বিনোদনের আধুনিক প্রযুক্তি যথাযথ কর্তৃপক্ষের অনুমতি ব্যতিরেকে ব্যবহার ও বহন করা;
- (ট) অসামাজিক কার্যকলাপ;
- (ঠ) উপটোকন প্রদান বা অন্য কোন ভাবে কোর্স ব্যবস্থাপনা, কোন অনুষদ সদস্য বা কর্তৃপক্ষকে প্রভাবিত করার প্রচেষ্টা।
- (ড) স্বাক্ষর জালিয়াতি

৭.২.৭। সংশোধনের জন্য উপদেশ:

- ক) কোন প্রশিক্ষার্থীর নিয়ম-শৃঙ্খলা পরিপন্থি আচরণ প্রদর্শনের কোন ঘটনা দৃষ্টিগোচর হলে কোর্স ব্যবস্থাপনা টিম অথবা মূল্যায়ন অনুবিভাগ সংশ্লিষ্ট প্রশিক্ষার্থীকে তলব করে তাঁর অনভিপ্রেত আচরণের ব্যাখ্যা প্রদানসহ সংশ্লিষ্ট প্রশিক্ষার্থীকে তাঁর আচরণ সংশোধনের বিষয়ে পরামর্শ প্রদানের মাধ্যমে তাঁর আচরণ সংশোধনের উদ্যোগ গ্রহণ করতে হবে। উপদেশ প্রদানের মাধ্যমে সংশ্লিষ্ট প্রশিক্ষার্থীদের আচরণ পরিবর্তন করা সম্ভব না হলে তাকে শাস্তির আওতায় আনয়নের ব্যবস্থা গ্রহণ করতে হবে।
- খ) প্রশিক্ষার্থীদের ন্যায় কোর্স ব্যবস্থাপনা টিমের সদস্য ও অন্যান্য অনুষদ সদস্য প্রশিক্ষার্থীদের সঙ্গে আচরণের ক্ষেত্রে বিশেষ সতর্কতা ও পারস্পরিক শ্রদ্ধাবোধ প্রদর্শন করতে হবে।
- গ) উচ্চতর প্রশাসন ও উন্নয়ন কোর্স, সিনিয়র স্টাফ কোর্স এবং পলিসি প্ল্যানিং অ্যান্ড ম্যানেজমেন্ট কোর্স এর ক্ষেত্রে কোর্স পরিচালক, কেন্দ্রের এমডিএসগণ এবং রেজিস্ট্রার শৃঙ্খলার বিষয়াদি তদারকি করবে।

৭.২.৮। প্রশিক্ষণ সংক্রান্ত শাস্তি

এ নীতিমালার আওতায় আনীত অভিযোগ প্রমাণিত হলে প্রশিক্ষার্থীকে নিম্নের দুই ধরনের শাস্তি প্রদান করা হবে।

ক. প্রশিক্ষণ সংক্রান্ত লঘুদণ্ড

খ. প্রশিক্ষণ সংক্রান্ত গুরুদণ্ড

লঘুদণ্ডের শাস্তি:

লঘু অপরাধ প্রমাণিত হলে একজন প্রশিক্ষণার্থীকে নিম্নোক্ত শাস্তি প্রদান করা হবে:

ক.১. তিরস্কার

ক.২. নম্বর কর্তন

ক.৩. চলমান কোর্স হতে অব্যাহতি প্রদান

ক.৪. কোর্স থেকে ১ বছরের জন্য বহিষ্কার

গুরুদণ্ডের শাস্তি:

গুরুতর অভিযোগ প্রমাণিত হলে প্রশিক্ষণার্থীকে নিম্নবর্ণিত যে কোন শাস্তি প্রদান করা হবে:

খ.১. কোর্স হতে ০২ (দুই) বছরের জন্য বহিষ্কার;

খ.২. কোর্স হতে ০৩ (তিন) বছরের জন্য বহিষ্কার;

খ.৩. কোর্স হতে স্থায়ীভাবে বহিষ্কার ও বিভাগীয় মামলা চালুকরণের জন্য সংশ্লিষ্ট কর্তৃপক্ষের নিকট সুপারিশ প্রেরণ;

৭.২.৯। শাস্তি প্রদানের প্রক্রিয়া

ক) কোন প্রশিক্ষণার্থী এ নীতিমালার ২.১ ও ৭.২.৬ ধারায় বর্ণিত কোনো অসদুপায় বা অসদাচরণ কিংবা নিয়ম-শৃঙ্খলা পরিপন্থী কোনো কাজে লিপ্ত আছেন মর্মে অভিযোগ উত্থাপিত হলে কোর্স ব্যবস্থাপনা টিম প্রাথমিক অনুসন্ধান করবে এবং অভিযোগের প্রাথমিক সত্যতা পাওয়া গেলে সংশ্লিষ্ট অভিযুক্তকে কারণ দর্শানোসহ আত্মপক্ষ সমর্থনের সুযোগ দিতে হবে। জবাব সন্তোষজনক হলে সতর্ক করে বিষয়টির নিষ্পত্তি করতে হবে। জবাব সন্তোষজনক বিবেচিত না হলে বিষয়টি কেন্দ্রের ডিসিপ্লিনারি/নিয়ম-শৃঙ্খলা কমিটির সভাপতি বরাবর লিখিতভাবে অবহিত করতে হবে। ডিসিপ্লিনারি কমিটি এ নীতিমালার প্রদত্ত তদন্ত প্রক্রিয়া অনুসরণ করে প্রশিক্ষণার্থীর বিরুদ্ধে শাস্তিমূলক ব্যবস্থা গ্রহণের সুদৃঢ় ভিত্তি পাওয়া গেলে অভিযুক্তকে আত্মপক্ষ সমর্থনের সুযোগ প্রদান করে লঘু বা গুরুদণ্ড প্রদান করবে। অভিযোগ প্রমাণিত না হলে তাকে সংশ্লিষ্ট অভিযোগ থেকে অব্যাহতি প্রদান করতে হবে। কোনো প্রশিক্ষণার্থীর বিরুদ্ধে শাস্তিমূলক ব্যবস্থা গ্রহণের ক্ষেত্রে ডিসিপ্লিনারি কমিটি শাস্তির মাত্রা নির্ধারণ করে দেবে। প্রমাণিত অভিযোগ লঘু হলে কমিটি সংশ্লিষ্ট প্রশিক্ষণার্থীকে লঘুদণ্ডের আওতায় বর্ণিত যে কোনো শাস্তি প্রদান করবে। গুরুতর অপরাধ প্রমাণিত হলে সংশ্লিষ্ট প্রশিক্ষণার্থীকে গুরুদণ্ডের আওতায় বর্ণিত যে কোনো শাস্তি প্রদান করবে। প্রশিক্ষণার্থীকে প্রদত্ত শাস্তির বিষয়টি তার সংশ্লিষ্ট মন্ত্রণালয়/অধিদপ্তর/বিভাগকে জানাতে হবে। ডিসিপ্লিনারি কমিটি কর্তৃক প্রদত্ত লঘুদণ্ড ক.১, ক.২ ও ক.৩ শাস্তির বিরুদ্ধে আপিলের কোনো সুযোগ সংক্ষুব্ধ প্রশিক্ষণার্থী পাবে না। নিয়ম-শৃঙ্খলা/ডিসিপ্লিনারি কমিটি প্রদত্ত যে কোনো শাস্তি তাৎক্ষণিক কার্যকর হবে। শুধুমাত্র ক.৪ এ প্রদত্ত শাস্তির ক্ষেত্রে এবং গুরুদণ্ডে প্রদত্ত শাস্তির ক্ষেত্রে সংক্ষুব্ধ প্রশিক্ষণার্থী তার কর্মস্থলে ফিরে গিয়ে ১৫ (পনের) দিনের মধ্যে রেক্টর বরাবর আপীল দায়ের করতে পারবে। রেক্টর যথাযথ প্রক্রিয়া অবলম্বন করে আত্মপক্ষ সমর্থন ও ব্যক্তিগত উপস্থিতির সুযোগ প্রদান করে সম্ভাব্য দ্রুত সময়ে আপীল নিষ্পত্তি করবে।

খ) প্রশিক্ষণের যে পর্যায়ে লঘুদণ্ড বা গুরুদণ্ড প্রদান করা হোক সংশ্লিষ্ট দণ্ডপ্রাপ্ত প্রশিক্ষণার্থীকে প্রযোজ্য ক্ষেত্রে পূর্ণাঙ্গ কোর্স সম্পন্ন করতে হবে।

৭.২.১০। নিয়ম-শৃঙ্খলা/ডিসিপ্লিনারি কমিটি

- ক) কেন্দ্রের এমডিএস (পি অ্যান্ড এস) এর নেতৃত্বে ০৩ সদস্য বিশিষ্ট একটি নিয়ম-শৃঙ্খলা/ডিসিপ্লিনারি কমিটি থাকবে। পরিচালক (মূল্যায়ন) বা তাঁর প্রতিনিধি ও ১ (এক) জন নারী কর্মকর্তার সমন্বয়ে এ কমিটি গঠিত হবে। সংশ্লিষ্ট কোর্স প্রশাসন এর ০১ (এক) জন প্রতিনিধি মামলা ডিসিপ্লিনারি কমিটির নিকট উপস্থাপন করবে। যদি এমডিএস (পি অ্যান্ড এস) কোর্স এর সঙ্গে সংযুক্ত থাকে তবে সে ক্ষেত্রে রেস্তুর কর্তৃক মনোনীত এমডিএস কমিটির নেতৃত্ব দেবে।
- খ) বিপিএটিসির তত্ত্বাবধানে অন্যান্য প্রশিক্ষণ প্রতিষ্ঠানে বুনীয়াদি প্রশিক্ষণ কোর্সের কার্যক্রম পরিচালিত হলে একইভাবে এ নীতিমালার শাস্তি ও প্রক্রিয়া অনুসরণ করতে হবে। সংশ্লিষ্ট প্রতিষ্ঠান কর্তৃক গঠিত নিয়ম-শৃঙ্খলা/ ডিসিপ্লিনারি কমিটি কর্তৃক শাস্তিমূলক ব্যবস্থা গৃহীত হবে। সংশ্লিষ্ট প্রতিষ্ঠান প্রধান, একজন অনুযদ সদস্য ও একজন নারী অনুযদ সদস্যের সমন্বয়ে নিয়ম-শৃঙ্খলা/ ডিসিপ্লিনারি কমিটি গঠন করতে হবে।

৭.২.১১। তদন্ত প্রক্রিয়া

১) লঘুদণ্ড প্রদানের ক্ষেত্রে তদন্ত প্রক্রিয়া

যদি কোনো প্রশিক্ষণার্থীর বিরুদ্ধে কোর্স প্রশাসনের মাধ্যমে প্রাথমিকভাবে অভিযোগ প্রমাণের পর ডিসিপ্লিনারি কমিটির নিকট অভিযোগটি প্রেরণ করা হয় এবং ডিসিপ্লিনারি কমিটি এ মর্মে অভিমত পোষণ করেন যে, অভিযোগ প্রমাণিত হলে তিরস্কার অপেক্ষা কঠোর লঘুদণ্ড প্রযোজ্য হবে। তবে -

- ক) অভিযুক্তের বিরুদ্ধে আনীত অভিযোগ লিখিতভাবে অবহিত করে ০১ (এক) কর্মদিবসের মধ্যে তার কারণ ব্যাখ্যা করার নির্দেশনা প্রদান করতে হবে এবং তিনি ব্যক্তিগত শুনানির জন্য ইচ্ছা প্রকাশ করেন কিনা তা অবহিত করার জন্য কারণ দর্শানোর নোটিশে উল্লেখ করতে হবে।
- খ) নির্ধারিত সময়ের মধ্যে অভিযুক্ত প্রশিক্ষণার্থী যদি কারণ দর্শানোর ব্যাখ্যা প্রদান করে, কমিটি তা বিবেচনায় নিয়ে এবং অভিযুক্তকে ব্যক্তিগত শুনানির সুযোগ প্রদান করার পর অথবা নির্ধারিত সময়ের মধ্যে যদি অভিযুক্ত প্রশিক্ষণার্থী কোনো ব্যাখ্যা প্রদান না করে, তাহলে প্রশিক্ষণার্থীকে যে কোনো লঘু দণ্ড আরোপ করা যাবে।

২) গুরুদণ্ডের ক্ষেত্রে তদন্ত প্রক্রিয়া

এ নীতিমালার অধীনে কোনো প্রশিক্ষণার্থীর বিরুদ্ধে গুরুদণ্ড প্রদানযোগ্য অভিযোগ উপস্থাপিত হলে ডিসিপ্লিনারি কমিটি-

- ক) অভিযোগের বিবরণসহ, অভিযোগনামা এবং প্রস্তাবিত শাস্তি উল্লেখ করে প্রশিক্ষণার্থীকে লিখিতভাবে বিষয়টি অবহিত করবে।
- খ) অভিযুক্ত প্রশিক্ষণার্থীকে অভিযোগনামা প্রাপ্তির ০২ (দুই) কর্মদিবসের মধ্যে তার বিরুদ্ধে আনীত অভিযোগের লিখিত জবাব দিতে হবে। একই সাথে তার বিরুদ্ধে প্রস্তাবিত শাস্তি কেন প্রদান করা হবে না তার স্বপক্ষে যুক্তি প্রদান করতে হবে। এছাড়াও তাকে জানাতে হবে যে, তিনি ব্যক্তিগতভাবে উপস্থিত হয়ে তার বক্তব্য পেশ করতে ইচ্ছুক কিনা।
- গ) অভিযুক্ত প্রশিক্ষণার্থী নির্দিষ্ট সময়ের মধ্যে তার জবাব প্রদানে অসমর্থ হলে বা জবাব দাখিলের জন্য সময় প্রার্থনা করলে কমিটি ০১ (এক) কর্মদিবস সময় বর্ধিত করতে পারবে।
- ঘ) অভিযুক্ত প্রশিক্ষণার্থী নির্ধারিত বা বর্ধিত সময়ের মধ্যে তার জবাব প্রদান করলে, উক্ত জবাব এবং অভিযোগের সঙ্গে সংশ্লিষ্ট কোর্স কর্তৃপক্ষ কর্তৃক আনীত বিষয় ও সাক্ষ্য বিবেচনায় নেবে। যদি কমিটি মনে করে যে,
- অভিযুক্ত প্রশিক্ষণার্থীর বিরুদ্ধে শাস্তি প্রদানের মতো যথেষ্ট উপযুক্ত কারণ নেই তবে আনীত অভিযোগ হতে তাকে অব্যাহতি প্রদান করে বিষয়টি নিষ্পত্তি করবে।
 - অভিযুক্ত প্রশিক্ষণার্থীর বিরুদ্ধে আনীত অভিযোগ প্রমাণিত হলে লঘুদণ্ড প্রদানযোগ্য হবে, সেক্ষেত্রে অভিযুক্ত

প্রশিক্ষণার্থীকে যে কোনো লঘুদণ্ড প্রদান করতে পারবে।

ii) অভিযুক্ত প্রশিক্ষণার্থীর বিরুদ্ধে গুরুদণ্ড প্রদানের মতো যথেষ্ট কারণ থাকলে ০১ (এক) জন তদন্তকারী কর্মকর্তা নিয়োগ করে তদন্ত পরিচালনা করতে হবে।

- ঙ) তদন্তের আদেশ প্রাপ্তির ০২ (দুই) কার্য দিবসের মধ্যে তদন্ত কর্মকর্তা তদন্ত কার্য সম্পন্ন করে তার মতামত কমিটির নিকট পেশ করবে।
- চ) তদন্ত প্রতিবেদন প্রাপ্তির পর কমিটি যদি মনে করে, অভিযুক্ত প্রশিক্ষণার্থী গুরুদণ্ড পাওয়ার যোগ্য তবে ০১ (এক) কার্য দিবসের মধ্যে কেন তাকে গুরুদণ্ড আরোপ করা হবে না তার জন্য ২য় কারণ দর্শানোর নোটিশ দিতে হবে।
- ছ) ২য় কারণ দর্শানোর নোটিশের জবাব প্রাপ্তির পর যদি শৃঙ্খলা কমিটির নিকট সন্দেহাতীতভাবে প্রমাণিত হয় প্রশিক্ষণার্থীর বিরুদ্ধে আনীত অভিযোগ কোর্স কর্তৃপক্ষ প্রমাণ করতে সমর্থ হয়েছে, সে ক্ষেত্রে কমিটি গুরুদণ্ডে বর্ণিত যে কোনো শাস্তি প্রদান করতে পারবে।
- জ) কোর্স কর্তৃপক্ষ কর্তৃক আনীত অভিযোগ বিষয়ক সাক্ষ্য প্রমাণ অভিযুক্ত প্রশিক্ষণার্থীর উপস্থিতিতে গ্রহণ করতে হবে। অভিযুক্ত প্রশিক্ষণার্থী যুক্তিখণ্ডনসহ তার স্বপক্ষে সাক্ষ্য প্রমাণ কমিটির নিকট উপস্থাপন করার সুযোগ পাবে।
- ঝ) আত্মপক্ষ সমর্থনের সুযোগ ব্যতীত কোন প্রশিক্ষণার্থীকে গুরুদণ্ডের আওতায় কোন শাস্তি প্রদান করা যাবে না।
- ঞ) বিপিএটিসির তত্ত্বাবধানে বাংলাদেশের অন্যান্য প্রশিক্ষণ প্রতিষ্ঠানে চলমান/ অনুষ্ঠিতব্য বুনিয়াদি প্রশিক্ষণ কোর্সের ক্ষেত্রে এ নীতিমালায় উল্লিখিত তদন্ত প্রক্রিয়া একইভাবে অনুসরণ করতে হবে।

৭.২.১২। আপিল ও রিভিউ

- ক) ডিসিপ্লিনারি/নিয়ম-শৃঙ্খলা কমিটি প্রদত্ত শাস্তির বিরুদ্ধে সংক্ষুব্ধ প্রশিক্ষণার্থী শুধুমাত্র আপীলযোগ্য শাস্তি প্রদানের ক্ষেত্রে ১৫ (পনের) কর্ম দিবসের মধ্যে রেক্টর এর নিকট আপিল/রিভিউ করার সুযোগ পাবেন। রেক্টর সম্ভাব্য দ্রুত সময়ের মধ্যে ব্যক্তিগত শুনানি ও আত্মপক্ষ সমর্থনের সুযোগ প্রদানের মাধ্যমে প্রদত্ত দণ্ড বহাল, হ্রাস, বৃদ্ধি বা বাতিল করার ক্ষমতা সংরক্ষণ করেন। রেক্টর তাঁর আপিলে প্রদত্ত আদেশ স্বতঃপ্রণোদিতভাবে অথবা সংক্ষুব্ধ প্রশিক্ষণার্থীর রিভিউ আবেদনের প্রেক্ষিতে পুনঃবিবেচনা করতে পারবে। রেক্টর কর্তৃক প্রদত্ত আদেশ চূড়ান্ত বলে বিবেচিত হবে।
- খ) বিপিএটিসির তত্ত্বাবধানে বাংলাদেশের অন্যান্য প্রশিক্ষণ প্রতিষ্ঠানে চলমান/ অনুষ্ঠিতব্য বুনিয়াদি প্রশিক্ষণ কোর্সে সংশ্লিষ্ট প্রতিষ্ঠানের নিয়ম-শৃঙ্খলা/ডিসিপ্লিনারি কমিটি কর্তৃক প্রদত্ত আপীলযোগ্য শাস্তির বিরুদ্ধে সংক্ষুব্ধ প্রশিক্ষণার্থী ১৫ (পনের) কর্মদিবসের মধ্যে রেক্টর বিপিএটিসি এর নিকট আপিল করার সুযোগ পাবে। রেক্টর সম্ভাব্য দ্রুত সময়ের মধ্যে ব্যক্তিগত শুনানি ও আত্মপক্ষ সমর্থনের সুযোগ প্রদানের মাধ্যমে প্রদত্ত দণ্ড বহাল, হ্রাস, বৃদ্ধি বা বাতিল করার ক্ষমতা সংরক্ষণ করে।
- গ) রেক্টর তাঁর আপিলে প্রদত্ত আদেশ সংক্ষুব্ধ প্রশিক্ষণার্থীর আবেদনের প্রেক্ষিতে পুনঃবিবেচনা করতে পারবেন। রেক্টর কর্তৃক প্রদত্ত আদেশ চূড়ান্ত বলে বিবেচিত হবে।

৮.০। বিভিন্ন বিষয়ের নম্বর ও কলমচিত্র (Pen-picture) প্রণয়ন

৮.১.১। প্রশিক্ষণার্থী ডায়েরি ও কলমচিত্র

কোর্স ব্যবস্থাপনা টিমের সদস্যবৃন্দ প্রত্যেক প্রশিক্ষণার্থীর কার্যক্রম নিয়মিত পর্যবেক্ষণের জন্য পৃথকভাবে প্রশিক্ষণার্থী ডায়েরি সংরক্ষণ করবে। এই ডায়েরিতে প্রশিক্ষণ চলাকালীন প্রশিক্ষণার্থীর কর্মকাণ্ডের যাবতীয় তথ্যাদি লিপিবদ্ধ হবে। বিষয়টি কোর্স উপদেষ্টা ও কোর্স পরিচালককে নিয়মিত পর্যবেক্ষণ ও তত্ত্বাবধান করতে হবে। প্রয়োজনে উপযুক্ত নির্দেশনা দিতে হবে। যথাযথভাবে ডায়েরি সংরক্ষণে ব্যর্থতা সংশ্লিষ্ট কোর্স সমন্বয়কের অসদাচরণ বলে গণ্য হবে।

