

# 23<sup>rd</sup> Policy Planning and Management Course

[26 July – 06 August 2022]

## Curriculum & Brochure



# BPATC

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



**Bangladesh Public Administration Training Centre**  
Savar, Dhaka-1343

design & printing: **adfair design & supply** 9553163 7117897 [www.adfairbd.com](http://www.adfairbd.com)



**BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE**

[www.bpatc.org.bd](http://www.bpatc.org.bd)

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**Planning, Programming and Recording (PPR) Department**

**Bangladesh Public Administration Training Centre**

Savar, Dhaka

July 2022

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## **1.0 Introducing BPATC**

The core of the spirit of our struggle for freedom and the great liberation war is to build a glorious nation, a developed and prosperous Bangladesh free from all sorts of exploitation and injustices. To build a prosperous, developed, and exploitation-free nation a contingent of civil servants need to be shaped as a member of an institute with specific degree of professionalism and integrity, and a good knowledge of national and global issues. Civil servants must be subject to a set of legal conditions, which enable them to effectively execute their functions and contribute to the achievement of national goal in a proper and lawful manner, across all public administration settings.

Mere knowledge on laws, rules and regulations is not enough to deliver public services effectively and professionally. Knowledge, technology, know-how is ever-changing, and the pace of change is becoming faster and competitive. Service providers are required to be more responsive to the needs of the recipients to sustain in the competitive environment. Private sector is becoming more participative in the public domain. Complex interactive process and technological advancement has brought about a radical change in the role of the state. An analytical insight into how structural injustices create divides between 'have' and 'have not's required to transform policies, plans, programmes and decisions into actions in this changing environment.

To attain the Vision 2041 and Agenda 2030 the civil service members must have a specific degree of professionalism and integrity and capability of translation of knowledge administrative and constitutional laws into action. Civil servants must possess analytical insight to construct, function and perform responsibilities in an appropriate manner across all public administration settings.

## **2.0 Vision of BPATC**

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

## **3.0 Mission of BPATC**

We are committed to achieve the shared vision through-

- developing competent and professional human resources by imparting quality training and development programs;
- conducting research, publishing books and journal sand extending consultancy services for continuous improvement of public service delivery system;
- establishing effective partnership with reputed institutions of home and abroad for developing organizational capacity; and
- promoting a culture of continuous learning to foster aknowledge-based civil service.

## **4.0 BPATC Theme**

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

## 5.0 The Core Values of BPATC

The core values of BPATC include-

- **Discipline:**

We maintain 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 organization and to ensuring equity and equal opportunities for all irrespective of faith, creed, ethnicity, language, age, race, gender, and physical infirmity. We promote social inclusion and a culture of tolerance and peace.

- **Professionalism:**

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

- **Learning for results:**

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

- **Innovation:**

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

- **Team Spirit:**

We foster 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.

# Policy Planning and Management Course

## 6.0 Introduction

The **Policy Planning and Management Course** (PPMC) strives to improve their competencies to bring about desired changes in public service management for the competitive future.

The focus of the PPMC is to facilitate the trainee officers to analyze and review development policies and public service delivery management of the Government in the light of their wisdom and experiences they have gathered during their service life.

## 7.0 Objectives of the PPMC

The main objective of this training course is to improve leadership qualities so that the top civil servants attain the capability of taking steering role to translate the development agenda of the government into reality. Against this backdrop, the specific objectives of the course are to-

- impart intellectual inputs to widen the vision of the participants;
- enable them to contribute more to pro-people policy formulation and implementation;
- improve efficiency to critically look into sectoral policies and other important aspects on pro-poor development issues through leadership role.

## 8.0 Course Outlines

Policy Planning and Management Course is comprised of seven modules. These modules cover issues relating to policy development perspective of the government, policy analysis and review and public service management. Course contents are given in detail in Annexure-01.

## 9.0 Training Methods

Unlike other training courses of BPATC, more participatory approach to training is employed in the PPMC so that participants can share their experiences and wisdom they have gained from their service life. However, the following training methods will be employed in this course-

- Workshop
- Panel Discussion
- Group/Team Exercise
- Case Study
- Lecture
- Field Visit etc.

Group/Team exercise in the course will get more priority. Please note that, teamwork requires maximum interaction among team members for the accomplishment of a team task followed by preparation and presentation of team report. Each team consisting of five/six members will present its report before the other teams in a plenary session. Each participant is responsible individually and jointly for the quality of the team report in terms of report presentation and responding to the questions raised on the presentation by other group members. It is worth mentioning that each

member of a group will be graded based on his/her role and contribution in group work, presentation and answering questions.

Dignified senior civil servants, civil society members, renowned personalities, and university teachers along with BPATC faculty members will facilitate the workshop and panel discussion sessions of the course.

## **10.0 Overseas Training (OT)**

Overseas training is an integral part of the PPMC. The in-country visit will provide participants with an opportunity to see and observe the practical aspects and situation of an organisation or a project. Such visits would help them not only to understand the real problems on the issues but also to assist them to formulate appropriate policy.

Another aspect of the course is arrangement of overseas training. Under this programme participants are exposed to some other country for seven days. During this visit they will have the opportunity to share experiences of policies, strategies, practices in the public service delivery with their counterpart in the visiting country. After this seven-day program beyond the 12-day long course, participants are required to present their group report in a 'Lessons Learned Workshop' (LLW) arranged by BPATC authority. Presentation of group report in the host country organisation on the concluding day of the exposure visit is also a requirement.

The overseas training is arranged with the specific objective of enabling participants to see for themselves how the visiting economy which started with a developmental base equal to or worse than Bangladesh has outperformed the Bangladesh economy.

## **11.0 Training Sessions**

There will be at least five to six sessions during daytime every day. Typically, duration of each session will be of one-hour. The first session of a day will start at 08:30 in the morning while evening sessions (if any) will begin at 18:30 hours. In between two sessions there will be a break of 10 minutes. After first two sessions of the day there will be a health break of 25 minutes while there will be prayer and lunch break of one hour duration after the fourth session.



## 12.0 Training Day Activity

Time	Session
06.00-07.00 (Tentative)	Morning Physical Training
07:30-08:15	Breakfast
08:30-09:30	1st Session
09:40-10:40	2nd Session
10.40- 11.05	Health Break
11:05-12:05	3rd Session
12:15-13:15	4th Session
13:15-14:15	Lunch & Prayer Break
14:15-15:15	5th Session
15:25-16:25	6th Session
17:00-17:45 (Tentative)	Afternoon Games
17:00-18:00 (Tentative)	Refreshing Hour
18:30-20:30 (Tentative)	Evening Session
20:30-21:30	Dinner

## 13.0 Medium of Instruction

The medium of instruction in classroom sessions will generally be English. BPATC encourages you to practice your oral English skills and as such, you are expected to speak English as far as it is possible with other colleagues and faculty members during your time in BPATC.

## 14.0 Evaluation methods

Performance of each participant in the course will be evaluated in 300 marks. Participants would also get an opportunity to evaluate the resource persons as well as the course management team and other aspects of the course. However, the marks allotted for evaluation are distributed as follows:

Sl. No.	Title of Module		Evaluation Methods and Allotted Marks		
			Individual	Group	Total
01	Public Administration, Public Policy and SDGs			50	50
02	Digital Governance			25	25
03	Budgeting, Public Procurement and Project Management			50	50
04	LDC Graduation			25	25
05	Issues in Development			25	25
06	Learning Best Practices	In Country Visit		25	25
		Overseas Training		50	50
07	Evaluation by Course Management Team & Evaluation Department		50		50
			<b>Total</b>		<b>300</b>

## 15.1 Evaluation by the Course Management Team & Evaluation Department

Following is the break-down of 50 Marks of Evaluation by Course Management Team:

Evaluation by	Subject of Evaluation	Allotted Marks	Total
Course Management Team (CMT)	Punctuality	05	20
	Table Manners and Dress	05	
	Appropriate observation of BPATC's norms and values	05	
	Participation in Co-curriculum Activities	05	
Evaluation Department	Speakers' Evaluation	10	30
	Attendance	20	
<b>Total</b>			<b>50</b>

## 15.2 Grading

According to the Evaluation Policy of BPATC, marks, participants obtained in the course in different assessments, will be based on a quantitative scale and will be graded in the following way:

Sl.	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

## 15.3 Individual Course Evaluation Report for Dossier

On completion of the course an individual course evaluation report for each participant will be prepared. Performance of each participant in the course and a pen-picture written by the course management team (CMT) will be mentioned in the report. This final course evaluation report prepared by Evaluation Department will be forwarded to concerned Administrative Ministries/ Divisions for retention in your dossier.

## 16.0 Requirements of the Course

As a participant of the course, you must-

- maintain the tradition, discipline, norms and values of BPATC;
- attend and actively participate in all sessions and other activities on time, preferably at least five minutes earlier than the scheduled time;
- submit individual assignments, teamwork report, Field Attachment and OT report (wherever applicable) and participate in such other tasks as may be assigned by the Course Management Team from time to time;
- stay compulsorily in the dormitory of the centre and abide by the rules and regulations thereof;
- refrain from using of cell phone in classroom, mosque, library and during formal programs or while walking on the corridor;
- secure at least 50% marks in all assignments, reports and other evaluation related activities;
- wear formal dresses during academic sessions and official functions;
- follow table manners during breakfast, lunch and dinner;
- be punctual in attending all activities prescribed for the course; and
- have 100% attendance. Exceptions are made only in case of unforeseen emergency. In case of such emergency, maximum 5% absence is permitted. However, marks allotted for attendance shall be deducted proportionately in such case.

## **17.0 Accommodation and Food**

PPMC is a fully residential course and during your time in BPATC you will live at the dormitory of International Training Complex (ITC) where meals for you will be arranged. The cost of food is to be met from the course fee provided by the government. A Mess Committee formed from amongst you consisting of a President of the Mess Committee (PMC) and other members will manage your meals. Selection of menu, deciding of meals in consultation with fellow participants and maintaining the overall quality of meals are the responsibilities of the Mess Committee. However, Course Management Team will provide all logistic supports in this regard.

## **18.0 Transportation**

BPATC will arrange transports for you to travel from Dhaka at the onset of the course, at the weekends and other visits relating to training during the course. The schedule will be given well ahead of the program.

## **19.0 Library Facility**

The library of BPATC is modern and well equipped with various books, journals and audio-visual aids. In its possession there are almost 1,25,000 books for circulation to the readers. You will have ready access to the reading facilities. Library, during weekdays, remains open from 8:00 a.m. to 10:00 p.m. while from 4:00 p.m. to 6:00 p.m. on Fridays and from 4:00 p.m. to 10:00 p.m. on Saturdays. You are encouraged to use the library facilities at the maximum effort.

## **20.0 Medical Facility**

BPATC has a small clinic with limited medical facilities, which is run by four registered doctors. You will get medical consultations, prescriptions and limited medical care from the clinic. As a participant, you are entitled to have medical prescription free of cost and some common medicines that are available at the clinic. 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.

## **21.0 Prayer Facility**

There is a beautiful mosque within the premises of the Centre. Interested male Muslim participants can offer their prayer in the mosque/ITC prayer room while female participants can offer their prayer in their respective rooms.

## **22.0 Any Question or Query**

This Course Guidelines/Brochure give an outline of the various aspects of the Policy Planning and Management Course. However, in case of any emergency, you may contact Course Director or Course Coordinators.

## Course Contents of the PPMC

**Module-01 : Public Administration, Public Policy and SDGs**

Evaluation Method : Group Exercise (50)

Module Objectives : Enable participants to -

- analyze the cross-cutting issues in contemporary public administration
- evaluate public policy using different policy evaluation lenses
- track the progress of achievements of SDGs

Code	Hours	Topic Title	Facilitator	Training Method
1.1	03	Public Administration and State Capacity in Achieving Vision 2041	GS/FM	Lecture & Discussion
1.2	04	Public Policy Evaluation: Theory and Methods (Based on Real-life Case Studies in Bangladesh Context)	GS/FM	Case Study/ Discussion & Group Work*
1.3	02	Policy Interventions in Mitigating Crisis with Special Reference to COVID-19	GS/FM	Lecture & Discussion
1.4	02	Achieving SDGs through Policy Intervention	GS/FM	Lecture & Discussion

**Note:** A presentation/discussion for 1.5/2 hours will lay down the basic premises of public policy evaluation. After the lecture, participants will be divided into groups and will be presented with cases on Bangladesh context. The brainstorming should last for an hour. After that the groups will give presentations which will be followed by Q&A. All members of a group should be active in presentation and Q&A. Their contribution to the overall team-work will be assessed by the facilitator(s).

**Module-02 : Digital Governance**

Evaluation Method : Group Exercise (25)

Module Objectives : Enable participants to -

- Describe the technological advancements that will impact global governance in future
- Develop an understanding of the mega trends of 4IR

Code	Hours	Topic Title	Facilitator	Training Method
2.1	02	Civil Service 2041: A Digital Leadership Journey	GS	Discussion & Workshop
2.2	02	Digitalization of Public Service Delivery: Opportunities and Limitation	GS/FM	Discussion & Workshop
2.3	02	4 <sup>th</sup> Industrial Revolution and Its Potential Impact on Public Sector Governance	GS	Discussion & Brainstorming
2.4	02	<i>Cryptocurrency</i> : Background and Policy Issues	GS	Lecture & Discussion

**Module-03 : Budgeting, Public Procurement and Project Management**

Evaluation Method : Group Exercise (50)

- Module Objectives : Enable participants to -
- *Understand the political economy of budgeting process*
  - *Critically look into the means of monitoring and evaluation of a development project*
  - *Appreciate the issues in public procurement*

Code	Hours	Topic Title	Facilitator	Training Method
3.1	04	Budgeting as Policy Tools for Growth and Development	GS/FM	Discussion & Workshop
3.2	04	Public Procurement in Bangladesh (Exercise with case study)	GS/FM	Discussion and Case Study*
3.3	06	Project Planning, DPP Appraisal & Project Monitoring and Evaluation	GS	Discussion & Workshop**
3.4	02	Management of Mega Projects in Bangladesh	GS	Discussion & Lecture***

**Note:**

- *\* In the workshop on public procurement, participants will be provided with real-life case studies to be solved in group and to present afterwards for further elaboration and discussion by the facilitator(s).*
- *\*\* A lecture/presentation on Project Monitoring and Evaluation for 1.5/2 hours. Afterwards, a project monitoring/evaluation report will be given to the participants for reviewing.*
- *\*\*\* The session might be facilitated by a PD of any mega project. A visit to the site of any mega project/fast-track project may be organized for participants to learn about the challenges and management of big projects on spot.*

**Module-04 : LDC Graduation**

Evaluation Method : Group Exercise (25)

- Module Objectives : Enable participants to -
- Critically analyze the post-LDC challenges and opportunities
  - Prepare for any international negotiation
  - Appreciate the emerging mega trends and their implications for policy makers

Code	Hours	Topic Title	Facilitator	Training Method
4.1	02	Bangladesh Graduates from LDC: Challenges Ahead and Coping Strategies	GS/FM	Discussion & Group Work
4.2	02	Global/Regional Economic Trends: Challenges/ Opportunities for Bangladesh	GS/FM	Discussion & Lecture
4.3	03	International Contract Negotiation	GS/FM	Discussion & Simulation
4.4	02	Overseas Employment & Remittance: Key Issues	GS	Discussion

**Module-05 : Issues in Development**

Evaluation Method : Group Exercise (25)

- Module Objectives : To enable the participants to
- Identify and analyze issues of national importance
  - Explore opportunities to apply new learning to practical life

Code	Hours	Topic Title	Facilitator	Training Method
5.1	02	Prime Minister's Special Initiatives and Bangladesh's March Towards Prosperity	GS/FM	Discussion
5.2	02	Development Plans of Bangladesh and Strategic Vision (Perspective Plan 2021-2041, 8 <sup>th</sup> FYP, Delta Plan 2100)	GS/FM	Lecture & Discussion
5.3	03	Energy Security for Bangladesh: Global perspective and Scenario Planning	GS/FM	Panel Discussion
5.4	02	Food Security: Policy Issues and Plans for Bangladesh	GS/FM	Lecture & Discussion
5.5	03	Infrastructure as Driver of Growth and Development: Public-Private Partnership	GS/FM	Panel Discussion

**Module-06 : Learning Best Practices**

**06(a) : In-Country Visit:**

Evaluation Method : Individual Assignment/Presentation (In Country Visit)-25 Marks

PPMC participants will visit to a leading/premier public/private organization/institution/project to learn best practices in the host organization. They will interact with the management team and will discuss their experience of implementation of best practices and how do they overcome challenges. After the visit, the participants will write reports in group.

**06(b) : Overseas Training:**

Evaluation Method : Group Report/Presentation (Host Country 25+BPATC 25) =50 Marks

Module Objectives : Enable the participants to learn how the visiting country's economy developed and services provided by the public offices.

Overall Task : Under this program participants will visit any developed country for seven days. During the visit participants will come across policy, strategy, best practices in the public service of the host country and will find relevance with their learning at BPATC. Participants will make group presentations during their visit on issues set earlier and their presentation will be assessed by the host organization.

On return, participants will prepare for a *Lesson Learned Workshop (LLW)* at BPATC.

A detailed guideline for overseas training part is attached in **Annexure-02**.



## Guidelines for Overseas Training (OT)

### **Purpose of the Overseas Training**

The purpose of the overseas training is to enable the participants to expose a case study of a civil service organization (and a country and its government) which has been developed significantly. The BPATC expects that the OT will be a very effective and successful learning journey. The OT would help the participants to identify the perceived reasons for the need for reforms, the change management process and development goals and how the host country/organization attempted to reach those goals.

The effective and fruitful participation in overseas training is one of the important requirements of successful completion of the respective training course. Mere observation and stock taking of the outstanding achievements and best practices of host country/organization are not sufficient to meet the requirement. Rather the visiting participants must know that there are some underlying reasons for their development and outstanding success. The inquisitiveness to know the reasons for their success, searching about the underlying strategies of their success, making questions about the exceptional process of the reform and change management styles would help them to learn effectively.

Moreover, in order to effective learning, the participants are requested to ask question to host organizations about the issues, such as: what were the processes, tools, strategies, and techniques they followed and how the host organizations attempted to reach the development goals; why these tools and strategies were selected; what impacts were achieved by the various policies and strategies and finally, overall outcomes and results of transformation.

The visiting participants would also be able to compare and contrast conditions in the host country with relevant conditions in Bangladesh.

The superficial observations and shallow conclusions about the success of host country are not expected. Rather, the participants are suggested to apply their inquisitiveness and invest their best efforts to search out and identify the following issues:

- i. The nature of the impacts and outcomes of improved situations of host country/organization;
- ii. The effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- iii. The challenges to integrate Agenda 2030 with on-going development plan and undertaken strategies and mechanism for implementation of SDGs;
- iv. The reasons for overall sustainability of the achievements and outcomes of the host county/organization;
- v. The specific key learning points, the best practices and processes relevant to Bangladesh, arising from the foregoing inquiries;
- vi. The policy implications and replicability of those learning's and best practices in Bangladesh context.

## **About presentation**

The OT is a part and parcel of the core course of BPATC (specifically for ACAD, SSC and PPMC) and it will be evaluated applying specified mechanism and criteria under concerned module. A percentage of marks is allocated for the host organization. The host organization will observe the level of participation in different academic activities (classroom session, study visits and preparation as well as presentation of group works) for evaluation purpose. After coming back to the BPATC/country, all the groups have to present their group presentation on the specified themes which is also a part of evaluation under module titled "Learning Best Practices".

## **Coverage of Presentation in Host Organization**

Each group has to present a group presentation on specified theme in Lessons Learned Workshop (LLW). The presentation will cover the following issues:

- a. The perceived outcomes of improved situations of host country/organization;
- b. The perceived effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- c. The perceived challenges to integrate Agenda 2030 with development plans and undertaken strategies and mechanism for implementation of SDGs in host country;
- d. The perceived reasons for sustainability of the achievements and outcomes of the host country/organization; and
- e. A comparative analysis of perceived situations of host country with relevant conditions in Bangladesh.

## **Coverage of Presentation in Lessons-Learned Workshop**

After coming back from the OT, the participants have to make group presentations on respective themes. Each group will get 10 minutes for presentation and 20 minutes for discussion including question and answer session. The Lesson Learned Workshop will be participated by the participants of on-going other batches of BPATC (like FTC, ACAD, SSC). The objectives of the Lessons Learned Workshop are to disseminate the lessons learned in OT as well as evaluation of the level of individual learning from the exposure visit.

The coverage of the group-presentation will be as follows:

- a. The perceived outcomes of improved situations of host country/organization;
- b. The explored effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;
- c. The revealed challenges to integrate Agenda 2030 with development plan and undertaken strategies and mechanism of implementation of SDGs in host country;
- d. The internalized reasons for sustainability of the achievements and outcomes of the host county/organization;

### **And as the conclusions**

- e. The specific key learning points, the best practices and processes relevant to Bangladesh;
- f. The policy implications and replicability of those learnings in Bangladesh context.

In the Lesson Learned Workshop, each participant will be evaluated individually according to his/her contribution in presentation, response to the questions and comments. The evaluation criteria are as follows:

Name of the Participant	Individual Contribution 60%			Coverage of the Presentation 40%			
	Number of Question answered	Quality of answer (Clarity of answer and communication skill)	Number of supplementary questions answered	Perceived outcomes... Explored Effects of Tools...	Revealed challenges to SDGs implementation.....	Internalized reasons for sustain.....	Key Learning Points Policy implication & replicability

**COURSE  
BROCHURE**

# 23<sup>rd</sup> Policy Planning and Management Course

## Course Management Team



**Ramendra Nath Biswas**  
Rector  
(Secretary to the Government) &  
Course Adviser



**Dr. Md. Mohoshin Ali**  
Member Directing Staff &  
Course Director



**Md. Sharif Hasan**  
Director &  
Course Coordinator



**Hasan Murtaza Masum**  
Director &  
Course Coordinator

# Course Management Team Members' Profiles

**Ramendra Nath Biswas**, a career civil servant and currently a Secretary to the Government, joined Bangladesh Public Administration Training Centre (BPATC) as **Rector** on 02 Jan 2022.

Prior to joining BPATC, Biswas worked as a *Member* of Planning Commission, Ministry of Planning. Before this role, he served in Finance Division, Ministry of Finance in various capacities—*Senior Assistant Secretary* through *Additional Secretary*. He also spent more than a decade in the field administration working in Dhaka Divisional Commissioner's Office as a *Senior Assistant Commissioner* and Shariatpur District Administration as an *Assistant Commissioner*.

As a member of the BCS Administration Cadre (9th Batch), Biswas has been involved in designing and implementing public policies since 1991. Gained through civil service career spanning over 30 years, he has to his credit a wide range of experience covering public administration, public financial management, development planning and training. In his longest stint of nearly 20 years in Finance Division, he had been a member of the national budget preparation team specializing in budgeting, macro-fiscal policy analysis and forecasting, debt management, development financing, project management, training, and academic and corporate governance.

He holds BSS (*Honours*) and MSS degrees in economics from the University of Dhaka and MSc in *Development Economics* from the University of Birmingham (UK). He participated in many professional training programmes at reputed institutions including Asian Institute of Technology (Thailand), Asia-Pacific Finance and Development Institute (China), Carleton University (Canada), Duke University (USA), GRIPS (Japan) and University of the Philippines.

The leading courses he attended at the IMF Regional Training Institute (Singapore) that shaped his career in public financial management include *Financial Programming and Policies*, *Macroeconomic Diagnostics*, *Macroeconomic Impact of the Budget*, *Macroeconomic Management and Fiscal Policy* and *The Systems of Macroeconomic Accounts Statistics and Linkages*.

Biswas was a member of the *Royal Economic Society* (UK) in 2008-2018 and is a Life Member of *Bangladesh Economic Association*. During 2010-2019 period, he was a regular trainer of FEEM, BMS and ABM courses at the Institute of Public Finance Bangladesh (IPF). He extensively made presentations in various ministries/organisations/institutions.

He served the Senate(s) of Dhaka University and Jahangirnagar University as a Member nominated by the Government. He also sat on the *Boards of Directors* of Bangladesh Institute of Capital Management (BICM), Bangladesh Petroleum Corporation (BPC), Coal Power Generation Company of Bangladesh Limited (CPGCBL) and Jiban Bima Corporation (JBC).

**Dr. Md. Mohoshin Ali** has been working for the Government of Bangladesh as Joint Secretary as a member of Bangladesh Civil Service (BCS) Administration cadre and joined on 28 May 2001 and currently working as Member Directing Staff. He did under graduation and graduation from University of Dhaka in Economics. He completed another Master of Public Policy Studies at the National Graduate Institute for Policy Studies (GRIPS), Tokyo, Japan with Japanese Government Monbukagakusho scholarship in 2005. He did diploma in Population Sciences from the University of Dhaka with UNFPA scholarship. He has completed PhD. in Development Administration, major in policy

management at the Graduate School of Public Administration (GSPA), National Institute of Development Administration (NIDA) in Bangkok Thailand with NIDA full Scholarship in June 2018. His areas of research interest are on various issues on economics, public investment, demography, public expenditure on health and education, health sector management, public policy and governance. He has got published 5 articles in international journal and presented 3 papers at the international conference in Bangladesh, South Korea and Thailand. In his professional responsibility he has served in the field administration and secretariat level in different capacities. He can be contacted at mohoshin2005@gmail.com.

**Mr. Md. Sharif Hasan** is one of the Directors of Bangladesh Public Administration Training Centre (BPATC). He joined BPATC in 1996. Before joining this organisation he worked in The New Nation as a Sub Editor. He obtained BSS and MSS degrees in Public Administration from University of Dhaka in 1989 and 1990 respectively. During 2003-4 he obtained a Post Graduate Diploma in International Management from IMI, India. He obtained second Masters in Management of Strategic Human Resources from erstwhile University of Glamorgan (presently University of South Wales), the United Kingdom, during 2006-7. He has taken part in a number of training courses in home and abroad.

His areas of specialisation include Public Administration, Human Resource Management, Strategic Management and Training. So far, he has authored as many as 16 articles on various subjects including Public Administration, Human Resource Management and Strategic Management.

**Hasan Murtaza Masum** is a member of Bangladesh Civil Service (Administration) and a deputy secretary to the government. He belongs to 25th BCS batch and started his civil service career in 2006.

He did his graduation and post-graduation in English literature from the University of Dhaka. Later, he pursued a Master of Public Administration (MPA) in International Development at University of York, UK. In 2020, he earned a post-graduate certificate course on International Relations at Aberdeen University, Scotland. He is also trained at Maastricht School of Management, NL, Hong Kong University, HK, Alabama University, USA and LBS National Academy of Administration, India.

Mr. Masum conducts session on communicative competency, public policy and development issues at BPATC and other training institutions. He takes interest in history, philosophy and literature.

## Nomination List of the Participants

(জ্যেষ্ঠতার ক্রমানুসারে নয়)

ক্রম	নাম ও পরিচিতি নম্বর	পদবি ও কর্মস্থল	মোবাইল নং
১.	ড.সালমা মমতাজ (৫৪৯৬)	অতিরিক্ত সচিব, খাদ্য মন্ত্রণালয়।	০১৭১৫-৪৯৬৮৭৪
২.	জনাব মো: অলিউল্লাহ, এনডিসি (৫৬৬৬)	অতিরিক্ত সচিব, বেসামরিক বিমান পরিবহন ও পর্যটন মন্ত্রণালয়।	০১৭৪৫-৭০৭২০৯
৩.	জনাব আনোয়ার হোসেন চৌধুরী (৫৭৯০)	মহাপরিচালক (অতিরিক্ত সচিব) বাংলাদেশ শিল্প কারিগরি সহায়তা কেন্দ্র (বিটাক), শিল্প মন্ত্রণালয়।	০১৭১১-০৬৯৩২৯
৪.	ড. খন্দকার আজিজুল ইসলাম (৫৭৯৮)	অতিরিক্ত সচিব, তথ্য ও যোগাযোগ প্রযুক্তি বিভাগ।	০১৭১১-৭০৭৪২১
৫.	জনাব মো: এনামুল হক (৫৮৪৪)	অতিরিক্ত সচিব, স্বাস্থ্য সেবা বিভাগ, স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়।	০১৭১১-১৬৯৭২২
৬.	জনাব মো: মাহমুদুল হোসাইন খান (৫৮৯২)	মহাপরিচালক (অতিরিক্ত সচিব) দুর্নীতি দমন কমিশন।	০১৮১৫-৪০২৫৫১
৭.	জনাব এ. কে. এম. নূরুন্নবী কবির (৫৯১৪)	অতিরিক্ত সচিব, বাংলাদেশ সরকারী কর্ম কমিশন সচিবালয়।	০১৭১৩-০৭৬০৮৮
৮.	জনাব আব্দুল্লাহ সাজ্জাদ এনডিসি (৫৯৩৩)	অতিরিক্ত সচিব, কৃষি মন্ত্রণালয়।	০১৭১৬-৮৭৯২২৭
৯.	জনাব সালেহ মোজাফফর (৫৯৭৯)	মহাপরিচালক (অতিরিক্ত সচিব), জাতীয় স্থানীয় সরকার ইনস্টিটিউট (এনআইএলজি), আগারগাঁও	০১৭১৫-২০০৩৮৬
১০.	জনাব মো: মোস্তফা কামাল মজুমদার(৬০৪৩)	অতিরিক্ত সচিব, সদস্য (অর্থ ও প্রশাসন), বাংলাদেশ স্থলবন্দর কর্তৃপক্ষ।	০১৭১২-১৮৯৫৬৭
১১.	ড. ফরিদ উদ্দিন আহমদ (৬০৬৫)	অতিরিক্ত সচিব, জনপ্রশাসন মন্ত্রণালয়।	০১৫৫৬-৩৩০২৮৭
১২.	জনাব মো: সাইফুল্লাহিল আজম (৬০৮৬)	অতিরিক্ত সচিব, স্বাস্থ্য সেবা বিভাগ।	০১৭১২-০৮০৯৮৩
১৩.	আবু মমতাজ সাদ উদ্দিন আহমেদ (৬২৫৫)	এমডিএস, বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র, সাভার, ঢাকা।	০১৫৫২-৩০৯৩০৭
১৪.	জনাব মোহাম্মদ খালেদ রহীম (৬২৬৫)	অতিরিক্ত সচিব (প্রকল্প পরিচালক), কলেজ এডুকেশন ডেভেলপমেন্ট প্রজেক্ট (সিইডিপি)।	০১৮১৭-৭৪৭৭৭০
১৫.	জনাব মোহাম্মদ সাইফুল ইসলাম (৬২৭৭)	অতিরিক্ত সচিব, অর্থ বিভাগ, অর্থ মন্ত্রণালয়।	০১৫৫৬৭০৮৮৭৭
১৬.	জনাব মো: জহির রায়হান (৬২৮২)	অতিরিক্ত সচিব, বাস্তবায়ন পরিবীক্ষণ ও মূল্যায়ন বিভাগ।	০১৭১৫-৮৯৮৪৮৪
১৭.	জনাব মো: মাহবুব আলম তালুকদার(৬২৮৪)	মহাপরিচালক, সামরিক ভূমি ও ক্যান্টনমেন্ট অধিদপ্তর, প্রতিরক্ষা মন্ত্রণালয়, ঢাকা সেনানিবাস।	০১৭১১-৯৩৭৮৮০
১৮.	ড. মো: আমিনুর রহমান, এনডিসি (৬৩০১)	অতিরিক্ত সচিব (ব্যবস্থাপনা পরিচালক), হোটেল ইন্টারন্যাশনাল লিমিটেড।	০১৭১৩-৪৫০১৩৩
১৯.	জনাব মো: আবদুর রহিম খান(৬৩০২)	অতিরিক্ত সচিব, বাণিজ্য মন্ত্রণালয়	০১৭১১-৩৬৮৪২৬
২০.	জনাব মোঃ তোফাজ্জেল হোসেন (৬৩০৫)	অতিরিক্ত সচিব, জনপ্রশাসন মন্ত্রণালয়	০১৫৫৬-৫৪৭৮৬১



২১.	জনাব মোঃ শফিকুল ইসলাম (৬৩১৪)	পরিচালক (অতিরিক্ত সচিব), বিয়াম ফাইন্ডেশন, ঢাকা।	০১৮৩৩-০৬৬৬০০
২২.	জনাব মো: ছায়েদুজ্জামান, (২০২০১)	অতিরিক্ত সচিব, কার্যক্রম বিভাগ, পরিকল্পনা কমিশন।	০১৫৫২-৩১৪০৬০
২৩.	জনাব মো: সৈয়দ মামুনুল আলম(২০১৯৭)	অতিরিক্ত সচিব ও প্রোগ্রাম কো-অর্ডিনেটর সেকেন্ডারি এডুকেশন ডেভেলপমেন্ট প্রোগ্রাম (এসইডিপি) মাধ্যমিক ও উচ্চ শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়, ঢাকা।	০১৭১১-১৮৮১৩৩
২৪.	জনাব নিলুফার নাজনীন(৭৬১৬)	অতিরিক্ত সচিব, স্বাস্থ্য সেবা বিভাগ, স্বাস্থ্য ও পরিবার কল্যাণ মন্ত্রণালয়।	০১৭১২-০৪৪৫১৮
২৫.	ড. সৈয়দ মাসুম আহমেদ চৌধুরী, এনডিসি (৭৬৩৩)	অতিরিক্ত সচিব, কারিগরি ও মাদ্রাসা শিক্ষা বিভাগ, শিক্ষা মন্ত্রণালয়।	০১৭৩০-৪৯৬৭০৫
২৬.	জনাব মো: আব্দুর রাজ্জাক(৭৬৩৪)	মহাপরিচালক, বঙ্গবন্ধু শেখ মুজিবুর রহমান নভোথিয়েটার, ঢাকা।	০১৫৫০-১৫১১৬৬