

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



BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
Saver, Dhaka
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150th ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

[1st December 2024 - 29th January 2025]

Curriculum and Brochure



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ACRONYMS AND ABBREVIATIONS

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

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1.0 Bangladesh Public Administration Training Centre (BPATC)

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 Smart Bangladesh and high-income country by 2041. 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 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.

1.1 Foundation of BPATC

With the dire necessity of fulfilling the demand for ready human resources of a newly born independent country and 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)

1.2 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.

1.3 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.

Missions

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.

1.4 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 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 sixteen-member Board of Directors (BoD) chaired by a Minister nominated by the President of the State. Overall administration and policy guidelines of the Centre rest on the board.

1.5 Functions of BPATC

1.5.1 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 (RPATC), 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.

1.5.2 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 Jahangirnagar University with spaces for two external experts nominated by the BOD for executing the research activities of the Centre.

1.5.3 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 Jahangirnagar University from the Department of Public Administration or Political Science as a member.

COURSE GUIDELINE

2.0 Introduction to the Course

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

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

2.1 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 equivalent rank from the Bangladesh Armed Forces, Foreign Service and Police Service 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.

2.1.1 Goal of the Course

The overarching goal of the ACAD is “Enhancing Public servants’ competency in better policy formulation, implementation and strategic management to facilitate inclusive development in Bangladesh.”

2.1.2 Objectives of the Course

The objectives of the ACAD are to-

- I. enhance executive leadership skills and strengthen managerial capabilities for achieving organizational goal,
- II. harness critical thinking, problem-solving and decision-making ability to excel in evolving environment, and
- III. foster policy formulation and implementation through effective communication and negotiation with stakeholders.

Competencies:

The ACAD focuses on developing leadership, team building, critical thinking & problem solving, innovativeness, policy formulation and implementation, negotiation and communication competencies.

2.1.3 Key Features of the Course

Course Duration

The course duration is 70 days with two segments: in-country training at BPATC and Overseas Training. Out of the 70 days, 60 days are spent at BPATC, and the rest days are for the overseas part. The Course Activities and Duration of this course is distributed as following:

Items	No. of days
Inauguration, Course Briefing & Formation of Different Committee	01
Days for Training Sessions	33
Study Tour	02
Field Attachment/Data Collection	03
Field Trips/Visits	02
Certificate Awarding and Closing Ceremony	01
Week-ends and Public Holidays*	18
Total Working Days	42 (Tentative)
Total Days	60

**** The following list of Public Holidays have been taken under consideration:***

Observation	Day	Date
Victory Day	01 Day	16 th December
Christmas Day	01 Day	25 th December
Total	02 Days	

Course Content

The course is conducted through 13 academic modules, which are clustered into 6 thematic areas.

The modules are presented below under the thematic areas.

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

Training Methods

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

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

Medium of Instruction

The medium of instruction of the ACAD is in English. BPATC encourages the participants to develop

their oral and written English skills by practicing inside and outside the classroom. More importantly, all assignments and presentations, both group or individual, should be in English.

Resource Persons

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

Extension Lectures (EL)

Extension Lectures (ELs) are usually conducted by Guest Resource Persons and are held usually after the regular session hours. EL is a great opportunity for the participants to interact with senior policy makers, civil society members and domain experts. These lectures focus on issues of notional or international importance and cross-cutting issues. ELs are not coded under any module.

Course Management Team (CMT)

The course management team comprises one Course Adviser, one Course Director, two Course Coordinators. An MDS is the Course Adviser, while one 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;
- avoiding plagiarism and cheating entirely in case of writing reports and document preparation.

Dress Code

Participants must follow the prescribed dress code during training. A detailed dress code as approved by NTC is enclosed (**Annexure 2**)

Accommodation and Food

ACAD is a fully residential course, and during the training, participants live at the 15-storey new dormitory. Meals are served at the designated cafeteria. A Mess Committee formed from among participants consisting of a President of the Mess Committee (PMC), and four other members manage meals. Selection of menu, making arrangements of meals in consultation with fellow participants, and maintaining the overall quality of meals are the Mess Committee's responsibilities. However, the Course Management Team provides all logistic supports in this regard.

Training Sessions and Tentative Schedule of a 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
16:00-17:00	Afternoon Games
19:15-21:15	Evening Session

2.1.4 Overview of the Evaluation System

Total Marks of Evaluation and Means of Evaluation

The performance of the ACAD participants is evaluated on 900 marks. The principal means of evaluations are individual assignments, group assignments, writing a seminar paper, and individual and group presentations. Module-wise evaluation methods and marks are given below.

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

Module No.	Title of the Module	Methods and Marks		
		Individual	Group	Total
1	Public Service and Operational Issues	-	25	25
2	Policy and Planning	100	-	100
3	Economic Management	-	50	50
4	E-Governance	-	50	50
5	Research for Governance and Policy Analysis			
6	Part- I: Basics of Social Research	50	-	200
	Part- II: Seminar Paper	150	-	
	Sustainable Development Goals	-	25	
7	Project Management and Financing	-	50	50
8	Procurement Management	-	50	50
9	Diplomatic and Development Partnerships and Negotiations	-	50	50
10	Communication Competency	50	-	50
11	Fitness and Well-being	-	-	-
12	Contemporary Issues	-	-	-
13	Learning Good Practices			
14	Domestic Exposure Visit	-	50	150
	Overseas Training	-	100	
	Evaluation by the CMT	25	-	
15	Evaluation by Evaluation Department	25	-	25
	Total Marks	400	450	850

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. 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.

COURSE CONTENTS

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 1: Public Service and Operational Issues

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

Total Marks: 25

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)
1.01	2	Public Service Management: Reform Initiatives & Best Practices	FM/GS	L&D
1.02	2	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	FM/GS	Case Study & Presentation
1.03	2	Inter-Ministerial Meeting/ Consultation: Necessity, Procedure and Effectiveness	FM/GS	L&D/ Simulation
1.04	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
1.05	2	Social Accountability Tools for Good Governance	FM/GS	L&D
1.06	2	Public Sector Innovation: Drivers of Innovation and Sustainability	FM/GS	L&D

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 2: Policy & Planning

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

Total Marks: 100

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)
2.01	2	Introduction to Public Policy, Public Policy Process, and Policy Analysis	FM/GS	L&E
2.02	3	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	FM/GS	L&D/ Case Study
2.03	2	Policy Argument, Formulation and Implementation Challenges in Bangladesh	FM/GS	Workshop/ Case Study
2.04	2	Policy Implementation Models and Evaluation Theories & Techniques	FM/GS	L&D
2.05	2	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	FM/GS	L&D
2.06	2	Annual Development Program (ADP) and Financing Modalities and Procedures	FM/GS	L&D

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 3: Economic Management

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

Total Marks: 50

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

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
3.01	2	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, Challenges and Lessons from South-East Asia	FM/GS	L&D
3.02	2	Budget Making Process and MTBF	FM/GS	L&D
3.03	3	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	FM/GS	L&D
3.04	3	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	FM/GS	L&D
3.05	2	Perspective Plan 2041, Bangladesh Delta Plan 2100: Implementation Strategies and Challenges	FM/GS	L&D
3.06	3	Macroeconomic management: Fiscal and Monetary Policy of Bangladesh	FM/GS	Panel Discussion
3.07	2	Social Business and Entrepreneurship Development	FM/GS	L&D

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 4: E-Governance

Evaluation Method: Group Presentation

Total Marks: 50

Module Objective(s): To enable the participants to know the leveraging roles of ICT in public sector governance.

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
4.01	2	E-Governance: Digital Service Delivery, Mobile Governance and Citizen Engagement	FM/GS	L&D
4.02	2	Digital Platform and Cyber Security	FM/GS	L&D
4.03	2	Fourth Industrial Revolution and Emergence of Artificial Intelligence	FM/GS	L&D/ Case study

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 5: Research for Governance and Policy Analysis

Part I.

Basics of Social Research

Evaluation Method: Proposal on Individual Seminar Paper (Word Limit: 800-1000)

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	Research for Governance and Policy Analysis: Need for Research in Public Service	FM	L&D
5.01.02	2	Briefing on Module and How to Write a Research Proposal (Contents of a Research Proposal)	FM	L&D
5.01.03	1	Session with Consultants/ Mentors to share topic/title & writing Research Proposal	All C/Ms (In Group)	Practical Exercise
5.01.04	1	Session with Consultants/ Mentors to write Research Proposal	All C/Ms (In Group)	Practical Exercise
5.01.05	1	Session with Consultants/ Mentors to write Research Proposal	All C/Ms (In Group)	Practical Exercise
5.01.06	-	Submission of Research Proposal to Email of respective Consultants/ Mentors	Participants	-
5.01.07	-	Feedback by the respective Consultants/ Mentors on the Proposal	Participants and C/Ms	-
5.01.08	-	Submission of Hard copy of Proposal to the CMT and softcopy to BPATC ERP	Participants	-

- *Seminar Paper Proposal should be submitted within 22 days of commencement of the course*

Part II.

Seminar Paper Preparation

Evaluation Method: Final Seminar Paper Submission and Presentation

Total Marks: 150 (Final Seminar Paper: 100; Presentation: 50)

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	Participants	Field Visit
5.02.02	1	Data Interpretation in Groups with Research Consultants/ Mentors	All C/Ms (In Group)	Practical Exercise
5.02.03	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
5.02.04	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
-	-	Send draft report to respective Consultants/Mentors through email	Participants	-
5.02.05	1	Session with Consultants/ Mentors to write and finalize the paper	Participants and C/Ms	Practical Exercise
-	-	Submission of Final Report (hard copy to CMT and soft copy to ERP)	Participants	-
5.02.06	6-8	Seminar Paper Presentation	MD and External Evaluator	Participants

- *At least 2-3 days gap must be maintained in assigning each session so that every participant can get sufficient time to develop their proposal and final paper. Topic 5.02.02 must be assigned on the first day after coming back from data collection.*
- *Please check plagiarism and attach the auto generated Turnitin report with your paper.*
- *Please follow the guidelines on seminar paper (Page: 33-34)*
- *Data Collection should be completed within 28 Days of commencement of the course*
- *Final Seminar Paper submission should be ensured within 45 days of the course*
- *Presentation of Final Seminar Paper should be arranged within 55 Days of commencement of the course*

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 6: Sustainable Development Goals

Evaluation Method: Group Exercise

Total Marks: 25

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)
6.01	2	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	FM/GS	L&D
6.02	2	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	FM/GS	L&D
6.03	2	Meeting the SDGs on Poverty Reduction, health, education, and gender equality (Goals 1,3, 4, & 5): Challenges and Way Forward	FM/GS	L&E
6.04	2	GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	FM/GS	L&E

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 7: Project Management and Financing

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

Total Marks: 50

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

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
7.01	2	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	FM/GS	L&E
7.02	2	Project Planning, Project Need and Stakeholder Analysis	FM/GS	L&D Exercise
7.03	2	Log Frame and Project Risk Analysis	FM/GS	L&D
7.04	2	Project Proposal Development in Reference with MAF & SAF	FM/GS	L&D Exercise
7.05	2	Project Appraisal	FM/GS	L&D
7.06	2	Critical Aspects ² of Complex and Big Projects Management	FM/GS	L&D
7.07	2	PPP in Bangladesh: Status, Opportunities, and Challenges	FM/GS	L&D
7.08	2	Sustainability and Transfer of Projects	FM/GS	L&D
7.09	2	Tax, VAT and Similar Type of Compliances in Project Management	FM/GS	L&D
7.10	2	Monitoring and Evaluation of Projects and the role of IMED	FM/GS	L&D
7.11	2	External Financing for Development Projects	FM/GS	L&D
-	-	Project Visit	CMT	Visit

² Proposal Development, Design, Approval, Managing Multiple Parties, Procurement and Contract Negotiations etc.

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 8: 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)
8.01	2	Overview on PPA 2006 and PPR 2008	FM/GS	L&D
8.02	2	Annual Procurement Planning and Preparation of Technical Specification	FM/GS	L&D
8.03	2	Steps in Public Procurement: Goods and Works (National and International)	FM/GS	L&D
8.04	2	Noting & Drafting for Tenders (specifying the Conditions)	FM/GS	L&E
8.05	2	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	FM/GS	L&E
8.06	2	Steps in Service Procurement: Services Shortlisting (Eol) and Proposal Evaluation	FM/GS	L&E
8.07	2	Practical Exercise on Managing e-GP	FM/GS	Exercise
8.08	2	Notification of Award (NOA) and Contract Management	FM/GS	L&E
8.09	2	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	FM/GS	L&E

THEMATIC AREAS: INTERNATIONAL RELATION AND DEVELOPMENT

Module 9: 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)
9.01	2	Issues in International Relations, Global Diplomacy and Negotiations (Bilateral, Regional and Multilateral Settings)	FM/GS	L&D
9.02	3	Simulation on International Negotiations	FM/GS	Simulation
9.03	2	International Trade Negotiations: Legal Frameworks, WTO and other Protocols	FM/GS	L&D
9.04	2	International Development and Institutional Architecture: Negotiating & Managing Foreign Assistance	FM/GS	L&D CS
9.05	2	Regional Trade Scenario in South Asia and Lessons for Bangladesh	FM/GS	L&D CS
9.06	2	Bangladesh's LDC Graduation: Process and Implications on the Economy	FM/GS	L&D CS

THEMATIC AREA: SKILL DEVELOPMENT

Module 10: Communication Competency

Evaluation: Individual Presentation

Total Marks: 50 (IP: 40; Recap: 10)

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

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
-	8	Presentation on Learning Points	CMT	PPT Presentation
10.01	2	Art of Public Speaking	FM/GS	L&E
10.02	2	Techniques for Enhancing Professional English	FM/GS	L&D
10.03	2	Professional English Writing & Presentation Skills: Exercise	FM/GS	Exercise
10.04	1	Briefing on Development Debate	CMT/FM	Briefing
10.05	4	Development Debate	FM/GS	Presentation
10.06	4	Theme based Individual Presentation	FM	Presentation/ Speech

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 11: Fitness and Well-being

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

Code	Hrs	Topics	Speaker/ Facilitator	Training Method(s)
11.01	1	Sedentary Life Style and Effects	FM/GS	L&D
11.02	2	Occupational Health Hazard and its Management	FM/GS	L&D
11.03	2	Stress Management and Strategies for Ensuring Work-Life Balance	FM/GS	L&D
11.04	2	Common Health Related Issues	GS	L&D

THEMATIC AREA: CROSS-CUTTING ISSUES

Module 12: Contemporary Issues³

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)
12.01	2	International Investment in Bangladesh: Opportunities and Challenges	FM/GS	L&D
12.02	2	Universal Pension Scheme	FM/GS	L&D
12.03	2	Climate Change and Disaster: Global Targets and National Action Agenda	FM/GS	L&D
12.04	2	Harnessing the Potentials of Marine Resources (Blue Economy)	FM/GS	L&D
12.05	2	National Energy Policy (NEP-2004), Bangladesh and the Future of Energy Security for Developing Countries	-	FM/GS
12.06	2	Demographic Transformation: Dividend, Opportunities, and Challenges for Bangladesh	FM/GS	L&D
12.07	2	Strategies for Combating Corruption in Bangladesh Public Sector	FM/GS	L&D
12.08	2	Prospect for Overseas Employment and Economics of Migration	FM/GS	L&D
12.09	2	Media Relations and Effective Public Relation Management	FM/GS	L&D
12.10	2	Capital Market and its Regulation: Bangladesh Context	FM/GS	L&D
12.11	2	Food Safety and Food Security: An Overview	FM/GS	L&D
12.12	2	Autism and Neuro Development Disorder	FM/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.

Module 13: Learning Good Practices

Total Marks: 150

Part I.

Domestic Exposure Visit

Evaluation Method: Group Report

(Word Limit 500-700)

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 Report

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

Part II.

Overseas Training

Evaluation Method: Group Report Preparation and Presentation (Word Limit: 500-700)

Total Marks: 100⁴

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

Management of the Overseas Training

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

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

Roles and Responsibilities of the Participants in the OT

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

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

Methodology and Briefing on Assignments Under OT Group Formation

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

Overseas Part

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

BPATC Part

Lessons Learned Workshop (LLW)

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

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

LLW Marks Distribution

Name of the Participant	Group Report Presentation (25 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
	5	10	5	5	10	10	5

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. 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/her paper, and this may result in disciplinary actions.

Length

The length of the paper should be between 3000 and 5000 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

COURSE BROCHURE

4.0 Facilities of BPATC

Accommodation

BPATC provides dormitory facility to the participants. Participants of ACAD are accommodated at ITC building or 15-storey dormitory building. Here the newly built dormitory building has increased the capacity of the centre.

The 15-Storey Dormitory Building

To enhance the accommodation capacity of BPATC a 15-Storey Dormitory Building has been built for trainees and officials attending training programs at the center. The dormitory offers modern amenities and facilities to ensure the comfort and convenience of the residents including living rooms, a day-care centre for the participants' children aged 1-3 years old with indoor playground and kitchen, common areas, dining facilities, recreational spaces, and conference rooms or classrooms for conducting sessions, workshops and seminars. It was inaugurated by the Honorable Prime Minister in October 2023. The building, covering an area of 35,512 square meters.

Different facilities included at the dormitory building are: leisure room with a large-screen TV at each floor, WiFi-internet connection and an automated management system, fire extinguisher system, one IP-based telephone, wooden wall cabinet, sofa, and two reading tables in each room, geyser arrangement for hot water supply, water filters, washing machines and fridges in common space, indoor games and gym facility at the basement, a computer lab, prayer rooms for male and female participants, etc. And last but not the least, there are 500 rooms capable of accommodating 1000 trainees, all are equipped with air conditioning and a private balcony.

No	Name	Designation	Cell No.
1.	Md. Aminur Rahman	Dormitory Supervisor	017166190525
2.	Md. Kahirul Islam	Cafeteria Supervisor	01717465203
3.	Robi Lal	Caretaker	01624236662

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 100 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 seven 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., a 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, 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 125,000 books for circulation to the readers in its possession. Participants will have ready access to the reading room 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. This schedule is optional for the participants. The training session will be arranged as per the schedule of the course.

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.

Medical Facility

To provide the participants of various courses with healthcare and medical facility, BPATC runs a ten-bed clinic. BPATC clinic is housed in a newly built 4-storeyed facility next to Officer's Club. The Clinic offers medical facilities to the participants of all ongoing courses, members of the Faculty and Staff and their family members. The Clinic staff comprises four medical officers, two sub-assistant community medical officers (SACMO), one physiotherapist, one pharmacist, two senior staff nurses, two compounders, and two office assistants. OPD treatments are available during office time. Doctors are available at outdoor from 8:00 am to 9:00 pm. Emergency services beyond office time is also ensured by on-duty doctors. The Clinic also runs dentistry services. On arrival, participants of any course should go through a regular health check-up by BPATC doctors. For the duration of the course, participants are given free medical consultation, prescriptions, and other medical care. Participants are advised to take advise from BPATC doctors if anyone is feeling unwell. No leave on medical ground is granted without intimation from BPATC medical officers. The Clinic also provides 24/7 ambulance services as or when needed.

Contact number of the Doctors:

Name	Designation	Cell No.	Ext. Tel	Timing
Dr. Bilkis Laila	Medical Officer	01711073636	4308	Roaster Duty
Dr. Shamima Akter	Medical Officer	01711001084	4308	
Dr. Syed Shamsul Arefin	Medical Officer	01829673034	4350	
Dr. Mohammad Abdul-lah Al Faruk	Medicalofficer (Dental Unit)	01674601110	-	
Dr. Rinat Fowjia Chandni	Medicalofficer (Dental Unit)	01688904123	-	

Emergency Number for Medical Purpose: 01723966111

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 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.

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.

5.0 List of Module Directors

Module No	Module Name	Module Director	Contact Detail
01	Public Service and Operational Issues	Mr. Md. Sharif Hasan Director	01911308396 sharifhelenn@gmail.com
02	Policy and Planning	Mr. Hasan Murtaza Masum Director	01686900243 hmurtaza@gmail.com
03	Economic Management	Mr. Md. Abujafar Ripon Director	01718082872 ripon.abujafar27@gmail.com
04	E-Governance	Dr. Mohammad Ziaul Islam System Analyst	01819-448979 likhon_26@yahoo.com
05	Research for Governance and Policy Analysis	Dr. Md. Zohurul Islam Director	01716458964 zohur68@gmail.com
06	Sustainable Development Goals	Mr. Shamim Hosen Deputy Director	01717563992 shamim.du207@gmail.com
07	Project Management and Financing	Mr. Md. Abul Basher Director	01711003637 basher.bpatc@gmail.com

08	Procurement Management	Mr. Md. Masud Ahmed Deputy Director	01719159760 mahmedbpatc@gmail.com
09	Development Partnerships and Negotiations	Dr. Mehedi Masud Director	01747074422 mmbp222@yahoo.com
10	Communication Competency	Mr. S. M. Mehedi Hasan Director	01716626812 smmehedi36@gmail.com
11	Fitness and Well-being	Ms. Farjana Afrose Deputy Director	01715254143 farjanapatc@gmail.com
12	Contemporary Issues	Course Management Team (CMT)	-
13	Learning Good Practices	Mr. Md. Rafiqul Islam Director	01716364952 uzzal7040@yahoo.com

6.0 Team of Seminar Paper Consultants

Sl.	Faculty Name and Designation	Cell Number and Email Address
01	Dr. Md. Zohurul Islam Director	01716458964 zohur68@gmail.com
02	Dr. Rokeya Fahmida Director	01731214213 fahmidapatc@gmail.com
03	Dr. Mehedi Masud Director	01747074422 mmbp222@yahoo.com
04	Dr. Md. Morshed Alom Deputy Director	01552602056 morshed@bpatc.org.bd
05	Ms. Afia Rahman Mukta Senior Research Officer	01301958821 afia.mukta25@gmail.com
06	Mr. Mohammad Mamun Senior Research Officer	01912146407 mamun235@gmail.com

CTMS: Summary of Participants

Roll	Participant Name	Cadre	Cadre ID	Cell	Email	Room No.
101	Mohammad Mofizul Islam	BCS (Livestock)	8276	01715079397	konok24@gmail.com	1409
102	Md Rashedur Rahman Sardar	BCS (Administration)	15652	01711021591	rashed_sardar@outlook.com	1410
103	MD. SHAFIQU L ISLAM	BCS (Administration)	15804	01793591501	shafiq804@gmail.com	1411
104	Sheikh Murad Hossain	BCS (Taxation)	8289	01717507271	muradtax28@gmail.com	
105	Md Rezaul Islam	BCS (Agriculture)	8238	01716697196	rezaul0171669@gmail.com	1413
106	Md. Habibur Rahman	BCS (Agriculture)	8237	01716010743	habibdaedp@gmail.com	1414
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বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র

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প্রশিক্ষণ কোর্সের পোশাক-পরিচ্ছদ

ক্রম	অনুষ্ঠান/ কার্যক্রমসমূহ	নারী প্রশিক্ষণার্থী	পুরুষ প্রশিক্ষণার্থী
১.	শ্রেণীকক্ষ অধিবেশন/ শিক্ষাসফর/ সংযুক্তি কার্যক্রম/ ক্যাফেটেরিয়া (প্রশিক্ষণ চলাকালে)/ কোর্স প্রশাসন, অনুযায়ের সাথে সাক্ষাত/ রেক্টর'স টি, মেস নাইট	১। দেশি শাড়ী (সুতি/সিল্ক) [রঙ: মড, আকাশী নীল (স্কাই ব্লু), পিচ, হালকা ধূসর (লাইট গ্রে)]; ২। ক্লোসড সুজ (রঙ: কালো, গ্রে); ৩। স্কিন কালারড লম্বা মোজা; ৪। শীতকালে ব্লোজার; ৫। বিশেষ পরিস্থিতিতে স্কার্ফ ও লং কটি পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।	১। ক্লোসড কলার ফুল হাতা শার্ট [রঙ: সাদা, আকাশী নীল (স্কাই ব্লু), ছাই/লাইট গ্রে]; ২। নির্ধারিত টাই; ৩। ফর্মাল ফুল প্যান্ট (জিন্স, গ্যাবার্ডিন/কর্ড কাপড় প্রযোজ্য নয়)। [রঙ: কালো, অফিসিয়াল নেভি ব্লু]; ৪। অক্সফোর্ড লেইসড সুজ (কালো); ৫। প্যান্টের রঙের সাথে সামঞ্জস্যপূর্ণ লম্বা মোজা; ৬। শীতকালে ব্লোজার; ৭। বিশেষ পরিস্থিতিতে অন্যান্য পরিচ্ছদ পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।
২.	উদ্বোধন ও সমাপন অনুষ্ঠান/গেস্ট নাইট	১। জামদানী শাড়ী [রঙ: হালকা ল্যাভেভার, কপার ব্রাউন, সি থ্রিন]; ২। ব্লোজার (অফিসিয়াল নেভি ব্লু); ৩। ক্লোসড সুজ (রঙ: কালো, ধূসর); ৪। স্কিন কালারড লম্বা মোজা।	১। সুট (অফিসিয়াল নেভি ব্লু); ২। ফুল হাতা সাদা শার্ট; ৩। নির্ধারিত টাই; ৪। অক্সফোর্ড লেইসড সুজ (কালো); ৫। লম্বা মোজা (কালো)।
৩.	ক্রীড়া অধিবেশন	১। পোলো শার্ট, ট্রাউজার; ২। সালোয়ার-কামিজ-ওড়না, ৩। লম্বা মোজা; ৪। কেডস। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]	১। পোলো শার্ট; ২। ট্রাউজার/শার্টস, ৩। লম্বা মোজা; ৪। কেডস। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]
৪.	ক্যাফেটেরিয়া/ লাইব্রেরি ওয়ার্ক/ কম্পিউটার ল্যাব/ ডরমিটরির বাইরে অবস্থান/ অতিথির সাথে সাক্ষাত (অধিবেশন ব্যতীত/ছুটির দিন)	১। শাড়ী/সালোয়ার-কামিজ-ওড়না; ২। লেদার স্যাভেল।	১। ওপেন কলার শার্ট সঙ্গে ফুল প্যান্ট (জিন্স, গ্যাবার্ডিন/কর্ড কাপড় প্রযোজ্য নয়); ২। লেদার সুজ/স্যাভেল সু।
৫.	জাতীয়/ আন্তর্জাতিক অনুষ্ঠান/ কার্যক্রমসমূহ	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রয়োজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রয়োজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।
৬.	ধর্মীয় অনুষ্ঠান/ কার্যক্রমসমূহ	প্রচলিত রীতি-প্রথা অনুযায়ী পোশাক-পরিচ্ছদ। তবে, এক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন সকলের সাথে সমন্বয়ের লক্ষ্যে সুনির্দিষ্ট নির্দেশনা প্রদান করবে।	প্রচলিত রীতি-প্রথা অনুযায়ী পোশাক-পরিচ্ছদ। তবে, এক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন সকলের সাথে সমন্বয়ের লক্ষ্যে সুনির্দিষ্ট নির্দেশনা প্রদান করবে।