



FOUNDATION TRAINING COURSE

01 March – 28 June 2026

Course Curriculum and Brochure

Transforming Mindset for Public Service Excellence



Bangladesh Public Administration Training Centre
Savar, Dhaka
www.bpatc.gov.bd



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জাতীয় সংগীত

আমার সোনার বাংলা, আমি তোমায় ভালোবাসি।
চিরদিন তোমার আকাশ, তোমার বাতাস, আমার প্রাণে বাজায় বাঁশি॥
ও মা, ফাগুনে তোর আমার বনে ঘ্রাণে পাগল করে,
মরি হয়, হয় রে—
ও মা, অঘ্রাণে তোর ভরা ক্ষেতে আমি কী দেখেছি মধুর হাসি॥
কী শোভা, কী ছায়া গো, কী স্নেহ, কী মায়া গো—
কী আঁচল বিছায়েছ বটের মূলে, নদীর কূলে কূলে।
মা, তোর মুখের বাণী আমার কানে লাগে সুধার মতো,
মরি হয়, হয় রে—
মা, তোর বদনখানি মলিন হলে, ও মা, আমি নয়নজলে ভাসি॥

প্রভাতি প্রার্থনা

হে পরম করুণাময় সৃষ্টিকর্তা
আমাদের উপর কল্যাণ বর্ষণ করুন।
রোগ, জরা, ব্যাধি থেকে আমাদের রক্ষা করুন।
লোভ, হিংসা, দুর্নীতি ও পরশ্রীকাতরতা থেকে মুক্ত রাখুন।
আমরা যেন নিজেকে উন্নীত করতে পারি
স্বার্থপরতা থেকে পরার্থপরতায়
কুপমন্ডকতা থেকে আলোকিত মানসিকতায়
সংকীর্ণতা থেকে উদারতায়, নৈতিকতায় ও মানবিকতায়।
হে করুণাময়,
আমরা যেন কাজ করতে পারি দেশের এবং বিশ্বের কল্যাণের জন্য
সবার উপরে যেন স্থান দিতে পারি জনস্বার্থকে।

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LIST OF ABBREVIATIONS

ACR	Annual Confidential Report
ADC	Additional Deputy Commissioner
AI	Artificial Intelligence
APA	Annual Performance Agreement
ATT	Attendance
BARD	Bangladesh Academy for Rural Development
BASC	Bangladesh Administrative Staff College
BCS	Bangladesh Civil Service
BF	Benevolent Fund
BPATC	Bangladesh Public Administration Training Centre
BSR	Bangladesh Service Rules
CA	Course Adviser
CC	Course Coordinator
CD	Course Director
CLP	Chars Livelihoods Programme
CMT	Course Management Team
COTA	Civil Officers Training Academy
CRPC	The Code of Criminal Procedure
CPC	The Code of Civil Procedure
CVDP	Comprehensive Village Development Programme
DC	Deputy Commissioner
FGD	Focus Group Discussion
FM	Faculty Member
FTC	Foundation Training Course
GA	Group Assignment
GD	Group Discussion
GDP	Gross Domestic Product
GE	Group Exercise
GI	Group Insurance
GNI	Gross National Income
GP	Group Presentation
GPF	General Provident Fund
GR	Group Report
GS	Guest Speaker
GW	Group Work
HPM	Hon'ble Prime Minister
HRD	Human Resource Development
HRM	Human Resource Management
IA	Individual Assignment/Assessment
IAP	Individual Action Plan
IBAS++	Integrated Budget and Accounting System

ICA	Individual Conduct Assessment
IE	Individual Exercise
IoT	Internet of Things
IP	Individual Presentation
IR	Individual Report
IRP	Individual Research Proposal
L&D	Lecture and Discussion
L&E	Lecture and Exercise
L&P	Lecture and Practice
LDC	Least Developed Countries
LGI	Local Government Institution
MDS	Member Directing Staff
MOPA	Ministry of Public Administration
NIPA	National Institute of Public Administration
OBWE	Open Book Written Examination
PA	Public Administration
PDBF	Palli Daridro Bimochon Foundation
PRB	Police Regulation, Bengal
PT	Practical Test
Q&A	Question and Answer
RA	Reading Assignment
RDA	Rural Development Academy
RP	Role Play
RW	Report Writing
SA	Secretariat Attachment
SAR	Secretariat Attachment Report
SDG	Sustainable Development Goal
SFDF	Small Farmer Development Foundation
SMART	Specific, Measurable, Achievable, Rationale and Time-bound
SPSS	Statistical Package for the Social Sciences
SSC	Senior Staff Course
STD	Standard Tender Document
STI	Staff Training Institute
SWOT	Strength, Weakness, Opportunity and Threat
TA/DA	Travel Allowance/Daily Allowance
TQM	Total Quality Management
UNO	Upazila Nirbahi Officer
VAT	Value Added Tax
WE	Written Examination
WS	Workshop

COURSE CURRICULUM

1.1 INTRODUCTION

1.1.1 Foundation Training Course

Foundation Training Course (FTC), the first and compulsory training course for the new recruit civil servants of Bangladesh, is not merely a training programme-it is a transformative journey. It is the bridge between academic brilliance and administrative responsibility. During foundation training, knowledge is tested against discipline and individuality is reshaped into collective purpose. Within classrooms, during field attachments, on the playground and through rigorous routines, efforts are made to cultivate integrity, resilience, empathy and a mindset committed to public service excellence. The FTC teaches entry level civil servants that governance is not about files and signatures, but about people and impact.

The contents of the FTC are designed in a way that the entry level civil servants can get an overall understanding of different aspects of governance, development and different national institutions and policies to undertake their roles as civil servants. Since FTC participants come from diverse academic areas and social background, it is important to ensure that they have a common understanding of various theories, concepts and issues of administration and development in general and of rules, regulations, processes, procedures of the public sector in particular. However, apart from enhancing professional knowledge, the course also intends to enrich the behavior and character of the participants to enable them to perform their roles in the work place with due sincerity, commitment, fairness and objectivity. The course also provides an opportunity for the officers to familiarise themselves with various dimensions of history, culture and socio-economic development of the country. Instilling the spirit of liberation war and patriotism in the minds of participants is also a major expectation of the course.

While the foundation course has set different evaluation methods, it gives special attention to individual assignments as this method presents an opportunity to the participants to be more analytical, argumentative and illustrative in putting arguments. Therefore, participants are expected to be more engaged and active in the training to deepen their learning and enrich their analytical reasoning. It is worth noting that public servants must possess the analytical insight to provide prudent input in decision making while they work on the ground.

1.1.2 Goal of FTC

Transforming newly recruited civil servants into accomplished, competent and committed workforce for national development.

1.1.3 Course Objectives

After completion of FTC, the participants will be able to:

- Demonstrate the qualities of a competent and ethical civil servant;
- Apply service rules, procedures, and innovative practices for effective office management and service delivery;
- Appraise legal and institutional framework of governance for sustainable national development;
- Develop strong physical, mental, and emotional wellbeing;
- Enhance interpersonal skills in a professional setting; and
- Foster esprit de corps and empathy across the civil service.

1.1.4 Expected Competencies

Leadership, Communication, Critical Thinking, Stress Management, Presentation, Decision-making, Team Building, Innovation, Digital Literacy.

1.2 KEY ASPECTS OF THE FOUNDATION TRAINING COURSE

1.2.1 Course Duration

The length of the Foundation Training Course is 4 months (120 days). Sessions are held on all weekdays, however, depending on the necessity, sessions may be held on weekends as well. Participation in all activities is mandatory for all participants.

1.2.2 Course Content

The course is conducted through 23 modules some of which are academic in nature while others are non-academic. Academic modules are clustered into five broad thematic areas such as A) Bangladesh Studies, B) Public Administration and Management, C) Development Studies, D) Skill Development, and E) Cross-Cutting Issues.

The titles of the modules are as follows:

1	Fundamentals of Foundation Training Course	13	Sustainable Development and Environmental Governance
2	History and Culture of Bangladesh	14	Gender and Human Rights
3	Poverty Alleviation and Rural Development	15	Project Management
4	Village and Community Study	16	Procurement Management
5	District and Upazila Attachment	17	Social Research

6	A) Public Administration, Governance and Public Policy B) Organizational Management	18	Language for Professional Purposes
7	Ethics in Civil Service	19	Digital Transformation and Innovation in the Public Sector
8	A) Governmental System and Relevant Laws B) Service Rules and Legal Issues	20	Book Review & Presentation
9	Office Management and Communication	21	Physical Conditioning and Sports
10	Basics of Economics	22	Car Driving
11	Economic Planning & Development	23	Contemporary Issues
12	Public Financial Management	24	

1.2.3 Course Activities and Allocation of available days

Items	No. of days
On-Campus Activity in BPATC (including Inauguration and Closing: 2 days, Pre-training Activities: 2 days)	56 (Tentative)
Attachment Programs	13
Secretariat / Private Organization Attachment	1
Field Trips / Visit	3
Internal Visit	2
Available total Working Days	75
Weekends and Public Holidays	45 (Tentative)
Total Days	120

1.2.4 Tentative Schedule of Daily Activities

Time	Activities
05:50-07:05	Physical Exercise*
07:30-08:15	Breakfast*
08:30-09:30	Classroom Session
09:40-10:40	Classroom Session
10:40-11:05	Tea Break
11:05-12:05	Classroom Session
12:15-13:15	Classroom Session
13:15-14:15	Prayer and Lunch

Time	Activities
14:15-15:15	Classroom Session/Library Work/Lab. Work/Driving
16:00-17:30	Sports*/Driving
19:15-20:30	Evening Session/Extension Lecture/Group Presentation/Library Work/ Film Show
20:30-21:30	Dinner

*Subject to change according to sunrise and sunset. This schedule will be adjusted time to time by Sports Section.

1.2.5 Training Methods

The Course includes different training methods such as lecture and discussion, group work, case study, panel discussion, seminar, workshop, individual/group exercise, reading assignment, library work, film show, study tour, field visit/attachment, role play, demonstration, etc.

A recap session is held time to time in which 5 (five) participants will present their learning points of the previous week or on provided topic. This session is an opportunity for the participants to enhance their presentation skills and learning abilities.

1.2.6 Medium of Instruction

The medium of instruction of the Foundation Training Course is English. BPATC encourages the participants to develop their oral and written skills in English through practicing inside and outside the classroom. More importantly, all assignments, both group and individual presentations will be in English.

1.2.7 Resource Persons

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

1.2.8 Extension Lectures

Topics mentioned in the 'Contemporary Issues' module are usually conducted by guest speakers as Extension Lecture (EL). EL is a great opportunity for the young participants to learn from the guest speakers and interact with them. EL usually takes place in the evening. Senior level policy makers and experts of different fields speak in the EL sessions.

1.2.9 Attachments and Visits

Out of the four-month duration of the course, four weeks will be spent in several attachments and visits. The attachments and visits are organized to fulfill the objectives of some modules of the course. The attachments and visits include: 1. attachment to rural development institutes (1 week), 2. own village attachment (3 days), 3. District and Upazila attachment (1 week), and 4. visit to places of historical and other importance (2 days). CMT organizes briefing sessions before any attachment and visit. Detailed on the attachment is given at the end of the module descriptions.

1.2.10 Evaluation and Grading System

According to the Evaluation Policy of BPATC, performance in the training of all participants is evaluated and graded individually. Participants must ensure at least 95% attendance in the instructional sessions and physical training and games. For further details about evaluation system Evaluation policy of BPATC can be consulted. Qualifying marks in each module/subject is 50 percent of total marks. Only successful participants are given certificate at the end of the course. The following table presents the grading system.

SL	Percentage of Marks	Grading
1	85 and above	A+ (Outstanding)
2	80 - <85	A (Excellent)
3	70 - <80	B+ (Very Good)
4	60 - <70	B (Satisfactory)
5	50 - <60	C (Average)
6	<50	Fail

1.2.11 Absence and Marks Deduction

In all types of training sessions, for 1% authorized absence (academic & sports sessions) 10% marks will be deducted from the marks of attendance. Authorized absence exceeding 5% for any participant will result in release of that participant from the course. The percentage of deduction of marks due to authorized absence in sessions/activities is shown in the following table.

Rate of Absence	Rate of Deduction of Marks
1%	10%
2%	20%
3%	30%
4%	40%
5%	50%

1.2.12 'Rector's Award', Certificate of Excellence and Merit Medal

Top 20% of the total participants will be awarded Certificate of Excellence. The outstanding participant who secures the topmost position in the course by overall evaluation with a clean image regarding discipline and other issues maintained throughout the course will be awarded with special medal, such as 'Rector's Award'. And, the participants achieving the 2nd and 3rd position will be awarded with Merit Medals.

1.2.13 Course Management Team (CMT)

The Course Management Team (CMT) consists of one course adviser, one course director, and eight course coordinators. The CMT oversees all aspects of the course activities. The course coordinator (general) manages non-academic matters, including budget, logistics, and participant-related issues. Meanwhile, the course coordinator (programme) handles

academic tasks such as class schedules, exam timetables, and other academic activities. Each section of the course is assigned to a specific course coordinator, who serves as the main point of contact for that section.

1.2.14 Mandatory Responsibilities of the Participants

Successful completion of the course requires fulfillment of the following conditions by each participant and this compliance is compulsory.

- maintaining 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 in the dormitory and following the rules and regulations there of;
- abstaining from carrying and using of cell phones in academic sessions, formal functions, mosque, library and corridor;
- participating in all co-curricular activities as instructed by the CMT; and
- refraining from copying because plagiarized documents/reports will result in serious disciplinary actions.

It is important to note that the degree of the compliance with the above-mentioned issues will determine the CMT's comments in the pen-picture of the participants which is sent to the cadre controlling ministries/divisions to keep it in the dossier of each participant. Moreover, CMT's observation in this regard also influences the CMT evaluation.

1.2.15 Meeting a Faculty Member

No participant shall meet or otherwise be called by any faculty member in his/her office room/home at large. In case of any necessity of meeting between the participant and the faculty member, faculty member or participant concerned should inform the concerned Section CC who will do the needful. Such meeting has to be held during break time and in the course office. In case of any deviation/violation of this provision, disciplinary action will be taken against the participant concerned.

1.2.16 Dress Code

Participants must follow the prescribed dress code during training. A detailed dress code, approved by National Training Council (NTC), is enclosed (Annexure 1).

1.2.17 Table Manners

All participants must follow the table manners, etiquettes as briefed by the CMT at the beginning of the training. It is the responsibility of the CMT to inform the participants of the table manners and etiquettes properly and ensure the full practice. Failing to observe appropriate manners and etiquettes may result in disciplinary action.

1.2.18 Accommodation

Foundation Training Course is residential, and staying in the dormitory is compulsory. Participants are required to reside in the rooms assigned to them. The dormitory gate

closes at 10:30 pm, and participants are advised to return before the closure. Leaving BPATC campus without prior permission is considered a violation. Anti-social behaviour, such as gambling, drug use, alcohol consumption, and other forms of misconduct, is strictly prohibited at the dormitory. Participants are also forbidden from carrying weapons or sharp objects. Please note that guests are not allowed beyond designated area and should not visit dormitory without CMT's permission. Any breach of these rules will result in disciplinary action, and might result in expulsion from the course, with the controlling ministry being notified.

1.2.19 Food

Meals are arranged for participants through Mess Committee formed by the participants. Having meal in cafeteria is mandatory for all FTC participants. Using spoon, fork and knife during meal is mandatory. The participants will take their breakfast, lunch, evening tea and dinner within scheduled time at the designated dining room/cafeteria. The Mess Committee is responsible for maintaining the overall quality of meals served to the participants. Mess Committee should be accountable to the participants for their expenditure. All costs should also be audited.

1.3 MODULE-WISE MARKS DISTRIBUTION

Module No.	Module Name	Evaluation Method		Marks
		Individual	Group	
Preparatory Module				
01	Fundamentals of Foundation Training Course	Non-evaluative		
Bangladesh Studies				
02	History and Culture of Bangladesh	IA (25)		25
03	Poverty Alleviation and Rural Development	WE (40) ICA (10)		50
04	Village and Community Study	IAP (50)		50
05	District & Upazila Attachment	District: ATT (5) ICA (5)	District: GP (20) BPATC: GR (20)	50
Public Administration & Management				
06	(A) Public Administration, Governance and Public Policy	WE (75)		75
	(B) Organizational Management			
07	Ethics in Civil Service	IA (50)		50
08	(A) Governmental System and Relevant Laws	OBWE (75)		75
	(B) Service Rules and Legal Issues			

Module No.	Module Name	Evaluation Method		Marks
		Individual	Group	
09	Office Management and Communication	IE (30) SAR (20)		50
Development Studies				
10	Basics of Economics	IA (25)		25
11	Economic Planning & Development	WE (50)		50
12	Public Financial Management	IE (50)		50
13	Sustainable Development and Environmental Governance		GE (25)	25
14	Gender and Human Rights		GE (25)	25
15	Project Management		GE (25)	25
16	Procurement Management		GE (25)	25
17	Social Research	IRP (50)		50
Skill Development				
18	Language for Professional Purposes	IE (50)		50
19	Digital Transformation and Innovation in the Public Sector	PT (50)		50
20	Book Review & Presentation	IR (30) IP (20)		50
21	Physical Conditioning and Sports	IA (30) +ATT (20)		50
22	Car Driving	-		-
Cross-cutting Issue				
23	Contemporary Issues	IA (25)		25
	Evaluation by the CMT	a) Overall Conduct & Discipline (25) b) Extra-curricular Engagement (15) c) Learning Diary Entry (10)		50
	Evaluation by Evaluation Department	a) Attendance (20) b) Speaker Evaluation (05)		25
Total		860	140	1000

1.4 DETAILED COURSE CONTENTS

Preparatory Module

- Module 01** : **Fundamentals of Foundation Training Course**
Evaluation Method : **Non-evaluative**
Module Objectives : After completing this part, participants will be able to:
- visualise the purpose, structure, and core philosophy of the Foundation Training Course as a transformative learning journey for public servants.
 - embrace the mindset of a proactive, responsive, and citizen-centric civil servant prepared to serve in a changing governance landscape.

Total Session Hours : 06

Code	Hour	Topic	Method
1.01	01	Capacity building for effective public service delivery: Role of BPATC	L&D
1.02	01	Philosophy of Foundation Training Course	L&D
1.03	04	Roles, responsibilities and interdependence of Civil Service Cadres in nation building	GP

Thematic Area A:

Bangladesh Studies

- Module 02** : **History and Culture of Bangladesh**
Evaluation Method : Individual Assignment (800 words) = 25
Module Objectives : The participants will be able to critically assess:
- the historical and anthropological evolution of Bangladesh and its people;
 - the role culture played in the development of national identity; and
 - key turns in our national struggle for independence.

Total Session Hours : 04

Code	Hour	Topic	Method
2.01	02	Historical Background of Bangladesh and Anthropological Evolution of Bangladeshi People	L&D
2.02	02	The Liberation War and the Emergence of an Independent Nation: Key Events	L&D

Module 03 : Poverty Alleviation and Rural Development

Evaluation Method : Written Examination = 40
Individual Conduct Assessment =10

Module Management : The module to be conducted during the attachment with various governmental rural development institutions for 05 (five) working days.

Module Objectives : The participants will be able to:

- appraise various poverty alleviation approaches of the govt. of Bangladesh; and
- review the impact of livelihood development initiatives of host organization.

Total Session Hours : 13

Code	Hour	Topic	Method
3.01	02	Introduction to Rural Development Theories and Practices in Rural Livelihood Development	L&D
3.02	02	Microfinance, Cooperative and Economic Empowerment of Rural Population in Bangladesh	L& Case Discussion
3.03	02	Rural Economy in Bangladesh: Trends, Achievements and Challenges	L&D [Host Org.]
3.04	02	Poverty Reduction and Rural Development Approaches in Bangladesh [Case discussion of different projects e.g. CVDP, SFDF, PDBF, CLP etc.]	L& Case [Host Org.]
3.05	02	Role of Mobile Financial Services (MFS) in Rural Transformation	L& Case Discussion [Host org.]
3.06	01	Strategies to Promote Employment in Rural Bangladesh	L&D [Host Org.]
3.07	02	Rural Development Institutes: Organizational Vision, Mission, Functions and Role in Rural Development	L&D [Host Org.]
3.08	-	Field Visit to Observe Action Researches/Development Initiatives/Innovation by Host Organization	Visit

Module 04 : Village and Community Study
Evaluation Method : Individual Action Plan (IAP) = 50 (Word Limit: 800-1000)
Module Objectives : After completing this module, participants will be able to:

- analyze the socio-economic conditions (education, healthcare, infrastructure and access to education) of rural communities through direct engagement.
- outline how micro-level issues relate to macro governance and policy challenges.
- prepare a Community Development Action Plan using different analytical tools.

Total Session Hours : 05

Code	Hour	Topic	Method
4.01	02	Framework of Community Enquiry: Rural Systems, Institutions & Livelihoods	L&D
4.02	02	Social Security, Local Governance & Service Delivery in Rural Areas (incl. NSSS)	L&D
4.03	01	Briefing on Community Development Action Plan (CDAP)	L&D

***Participants will be attached to their own village for 03 (three) days. During the attachment they will:**

- identify root causes of persistent problems using structured problem analysis frameworks;
- conduct stakeholder and SWOT analysis for strategic planning;
- design and compare intervention strategies using multi-criteria analysis;
- develop a realistic, inclusive, and outcome-focused action plan grounded in local context.

Module 05 : District & Upazila Attachment
Evaluation Method : Group Report=20 (at BPATC) (Word Limit: 800-1000)
Group Presentation=20 (District level)
Attendance =5, Individual Conduct Assessment =5 (District level)
Module Management : District and Upazila Attachment for 07 days
Module Objectives : The participants will be able to:

- comprehend the range of functions conducted by field offices of nation building departments;
- appraise the coordination role of district and upazila administration;
- describe various aspects of GO-NGO collaboration at field level; and
- define the roles of local government institutions at different levels.

District and Upazila Attachment Objective : To critically assess the roles, responsibilities, and work procedures of nation- building departments (NBDs) at the district level and to interact with both service providers and service recipients regarding service delivery by these departments at the Upazila level.

Thematic Area B:

Public Administration & Management

Module 06 (A) : Public Administration, Governance and Public Policy

Evaluation Method (A+B) : Written Examination =75

Module Objectives : After the completion of the module, participants will be able to:

- illustrate the different aspects and changing dynamics of public administration, and governance; and
- assess policy formulation process, policy actors, and policy implementation.

Total Session Hours : 12

Code	Hour	Topic	Method
6.01	02	Public Administration and the Evolving Administrative Paradigms	L&D
6.02	02	Development Administration: Objectives and Strategies	L&D
6.03	02	Good Governance: Principles and Practices	L& Case Discussion
6.04	02	Public Policy and Policy Making Process	L&GD, Ex.
6.05	02	Challenges of Policy Implementation in Bangladesh	L& Case D
6.06	02	Role of Non-state Actors and Institutions in Policy Process	Case Discussion

Module 06 (B) : Organizational Management

Module Objectives : After the completion of the module, participants will be able to:

- describe the structure and nature of organization;
- define human resources (HR) principles with available resource for maximum productivity; and
- demonstrate leadership quality and interpersonal skills for better decision making.

Total Session Hours : 13

Code	Hour	Topic	Method
6.07	01	Basic Principles of HRM and HRD in Organization and Best Practices in Public Sector	L&GE
6.08	02	Leadership Styles and Effective Leadership in Civil Service	L&GE
6.09	02	Group Dynamics and Team Building	Case Discussion & Role Play
6.10	02	Management Improvement and Result Orientation: Total Quality Management (TQM)	L&D, Case Discussion

Code	Hour	Topic	Method
6.11	02	Conflict Management, Negotiation and Coordination in Organizations	Case Discussion
6.12	02	Change Management: Concept and Practices in Public Services	L&D [Pre- reading]
6.13	02	Crisis Management	Case Discussion

Module 07

Evaluation Method

Module Objectives

: Ethics in Civil Service

: Individual Assignment (800 words) = 50

: After the completion of this module, participants will be able to:

- illustrate ethical principles in public service by exploring personal values, integrity, and societal expectations.
- develop behavioral insight for ethical decision-making and proactive citizen-centric service delivery.
- contribute better in promoting good governance, combating corruption, and strengthening social accountability mechanisms.

Total Session Hours : 10

Code	Hour	Topic	Method
7.01	02	The Moral Compass: Ethics, Values and Virtues in Civil Service	L&D
7.02	02	Behavioral Science: Understanding and Developing Self	L&D
7.03	02	Etiquette, Manners and Code of Conduct for the Civil Servants	L&D
7.04	02	Combating Corruption: Challenges and Strategies	L&D
7.05	02	Practices of Social Accountability Tools in Bangladesh	L&GW

Module 08 (A) : Governmental System and Relevant Laws**Evaluation Method (A+B) :** Written Examination (Open Book) = 75

- Module Objectives :** After the completion of the module, participants will be able to:
- analyze the structure and functioning of the government of Bangladesh, including the roles and responsibilities of the executive, legislative, and judicial branches;
 - interpret constitutional principles and legal provisions effectively in the performance of duties as public servants; and
 - examine essential laws governing public administration, public service ethics, and legal procedures in Bangladesh.

Total Session Hours : 13

Code	Hour	Topic	Method
8.01	02	Organs of the State and Constitutional Bodies: Guiding Principles for Civil Servants	L&D
8.02	02	Rules of Business & Allocation of Business	L&GD
8.03	02	Penal Code, CrPC, General Clauses Act: Selected Reading	L&GD [Pre- reading]
8.04	02	CPC, Evidence Act, PRB: Selected Reading	L&GD [Pre- reading]
8.05	02	Local Government System in Bangladesh: Functions of LGIs, Challenges, Way Forward	L&D& Case Study
8.06	02	Land Management, Land Litigation and Dispute Resolution	L&D, Case
8.07	01	Acquisition and Requisition of Land	L&D, Case

Module 08 (B) : Service Rules and Legal Issues

- Module Objectives :** After the completion of the module, participants will be able to:
- explain relevant service rules and regulations; and
 - analyse different acts, rules and regulations appropriately for professional purposes.

Total Session Hours : 14

Code	Hour	Topic	Method
8.08	02	Institutions and Process of Formulating Laws, Rules and Regulations (Overview of the Presidential Order; Act; Ordinance; Rules; Regulation; Executive Order; Code; Sanction; Gazette etc.)	L&D
8.09	02	সরকারি কর্মচারি আইন ২০১৮ ও সরকারি কর্মচারি নিয়মিত উপস্থিতি বিধিমালা, ২০১৯	L&GD [Pre- reading]
8.10	02	Bangladesh Service Rules (BSR): Part 1 & Part 2	L&D
8.11	01	General Conditions of Service including Seniority Rules	L&D

Code	Hour	Topic	Method
8.12	01	The Government Servants (Conduct) Rules, 1979	L&GD
8.13	03	The Government Servants (Discipline and Appeal) Rules 2018, Inquiry Procedure, Report Writing (Case study) and The Administrative Tribunal Act & Rules, 1980	L&D, GD & Ex.
8.14	01	Rules Related to Leave and Joining Time	L, GD& Ex.
8.15	01	The Bangladesh National Flag, Anthem and Emblem Order, 1972 & Rules	L&GD
8.16	01	Annual Confidential Report (ACR) and Performance Management	L&E

Module 09

Evaluation Method

Module Objectives

: Office Management and Communication

: Individual Exercise = 30

Individual Report on Secretariat Attachment = 20

: Participants will be able to illustrate:

- basics of office management;
- government's guideline and instructions regarding office management and communication; and

Total Session Hours

: 17

Code	Hour	Topic	Method
09.01	01	Secretariat Instructions, 2024: Overview and Key Features	L&D [Pre-reading]
09.02	01	File Management as per Secretariat Instructions, 2024	L&D [Pre-reading]
09.03	02	Note Writing and Drafting	DM&P
09.04	01+02	Types of Written Communications, Preparation and Issuance Letters/Orders Letter Writing Practice	L& Demo Exercise
09.05	02+02	D-Nothi & Digital Communication	L, GD& Ex.
09.06	01+02	Meeting Preparation (Notice, Working Paper) and Meeting Conduction	L&D
		Writing Meeting Minutes (including exercise)	Exercise
09.07	01+01	Office Inspection and Report Writing	L& Case
09.08	01	Statement of Fact and Legal Document Writing	Lecture & Exercise
09.09	07 Days	Secretariat/ Public/ Private Organization Attachment / Historical Place visit	Visit, Observation

Thematic Area C: Development Study

Module 10	: Basics of Economics
Evaluation Method	: Individual Assignment = 25
Module Objectives	: After the completion of the module, participants will be able to: • identify the basic economic concepts and issues; and • explain different macroeconomic aspects of Bangladesh Economy.
Total Session Hours	: 06

Code	Hour	Topic	Method
10.01	01	Microeconomics: Concepts and Key Issues	L&D
10.02	01	Macroeconomics: Concepts and Key Issues	L&GD
10.03	01	Understanding Economic Systems, Market Failure and Government Intervention	L& Case Discussion
10.04	01	Understanding Public Goods and Externalities	L& Case Discussion
10.05	02	Monetary Policy and Fiscal Policy: Dimensions and Implications	L&D

Module 11	: Economic Planning & Development
Evaluation Method	: Written Exam =50
Module Objectives	: After the completion of the module, participants will be able to: • outline the basic issues in economic development with reference to social, political and economic factors of Bangladesh; and • evaluate the strategies and the process of development plans for national economy.
Total Session Hours	: 15

Code	Hour	Topic	Method
11.01	02	Economic Development Strategies and the Planning Process in Bangladesh	L&D
11.02	02	National Income Accounting and Contribution of Different Sectors in Bangladesh Economy	L& Demo Exercise
11.03	01	Analyzing the Key Socio-Economic Indicators of Bangladesh	L& Ex.
11.04	01	Political Economy for the Development of Bangladesh	L&D
11.05	01	Food Security & Agricultural Development: Challenges and Way Forward	L&GD
11.06	01	Education and Development: Bangladesh Perspective	L&D
11.07	01	Universal Health Coverage and Development: Bangladesh Perspective	L&D

Code	Hour	Topic	Method
11.08	02	LDC Graduation of Bangladesh: Opportunities and Challenges	L&GD/Ex.
11.09	02	Trade, Tariff and Development: Bangladesh and Global Perspectives	L&D
11.10	02	Demographic Dividend: Opportunities & Challenges	L&D

Module 12

Evaluation Method

Module Objectives

: Public Financial Management

: Individual Exercise(s) = 50 (25x2)

: After the completion of the module, participants will be able to:

- explain public financial management system in Bangladesh; and
- apply PFM methods and procedures in office setting.

Total Session Hours

: 22

Code	Hour	Topic	Method
12.01	01	General Financial Rules	L&GD
12.02	01	Treasury Rules	L&D
12.03	02	Duties and Responsibilities (Special focus on Preparing Bills) of Drawing and Disbursing Officer	L&D
12.04	02	Budget: Legal Basis, Preparation and MTBF Process	L&GD, Ex.
12.05	02	IBAS++: Budget Preparation and other Applications (including economic code)	L& Demo
12.06	01	Delegation of Financial and Administrative Powers	L&D
12.07	01	Preparation of Pay Bill and Pay Fixation	L, GD& Ex.
12.08	01	TA, DA Rules and Preparation of TA Bills	L&GD/Ex.
12.09	02	Laws and Practice of VAT	L&GD/Ex.
12.10	01	Laws and Practice of Income Tax	L&GD
12.11	02	Preparation of Income Tax Return	L&GD/Ex.
12.12	02	Auditing System in Bangladesh and Disposal Process of Audit Objection	L& Demo
12.13	02	Universal Pension Scheme	L&D, Ex.
12.14	02	Employees Welfare (Pension, Gratuity, GPF, BF, GI etc.)	L&D

- Module 13 : Sustainable Development and Environmental Governance**
- Evaluation Method :** Group Exercise = 25
- Module Objectives :** After the completion of the module, participants will be able to:
- outline cross-sectoral collaboration to integrate efforts in implementing the SDGs, demonstrating their interconnected nature; and
 - analyze the impacts of climate change and locally led climate resilience initiatives.

Total Session Hours : 08

Code	Hour	Topic	Method
13.01	02	From Ensuring Zero Hunger to Building Strong Institutions: Role of Civil Servants in Implementing the SDGs	workshop
13.02	02	Localization of SDGs: Approach, Strategies and Alignment with Local Development Priorities	L&GD
13.03	02	Climate Change, Adaptation & Climate Risk Mitigation: Bangladesh and Global Perspective	L&D
13.04	02	Locally Led Adaptation: Principles and Strategies	Discussion and Case Study

- Module 14 : Gender and Human Rights**
- Evaluation Method :** Group Exercise (hand written) = 25
- Module Objectives :** After the completion of the module, participants will be able to:
- interpret the key concepts in gender and human rights discourse.

Total Session Hours : 08

Code	Hour	Topic	Method
14.01	01	Human Rights and Social Justice: Key Issues	L&D
14.02	01	Legal Frameworks and Inclusive Policy for Gender Development: Global and National Perspectives	L&GW/D
14.03	02	Gender Friendly Work Environment: Challenges and Possible Way Forward	L&D & Case Study
14.04	02	People with Disability: Rights to Social Inclusion	Case Study / Field Visit
14.05	02	Improving Human Rights Condition in Bangladesh: Accession to UN Convention on Enforced Disappearance	L&D

Module 15 : Project Management**Evaluation Method** : Group Exercise =25

Module Objectives : After the completion of the module, participants will be able to:

- explain the key concepts of project management;
- prepare DPP/TAPP using proforma; and
- examine project monitoring and evaluation techniques.

Total Session Hours : 06

Code	Hour	Topic	Method
15.01	02	Introduction to Project Management: Project Life Cycle, Log Frame, Results Based Management (RBM), and Risk Analysis	L&GD
15.02	01	Overview of Project Planning and Approval Process in Bangladesh	L&D
15.03	02	Preparation of Development Project Proforma (DPP)	L&D & Exercise
15.04	01	Preparation of Technical Assistance Project Proforma (TAPP)	L&D & Exercise

Module 16 : Procurement Management**Evaluation Method** : Group Exercise = 25

Module Objectives : After the completion of the module, participants will be able to:

- Apply the legal and regulatory framework of Public Procurement
- Plan, evaluate, and manage procurement activities effectively.

Total Session Hours : 12

Code	Hour	Topic	Method
16.01	01	Overview on PPA 2006 and PPR 2025	L&D
16.02	01	Annual Procurement plan (APP), Steps in Procurement	L&E
16.03	02	Technical Specification, Preparation of Tender Document based on STD	L&E
16.04	02	Different Procurement Methods (Goods, Works, and Services)	L&E
16.05	02	OTM and RFQ Method	Exercise
16.06	02	Tender Opening; Tender Evaluation and Contract Signing	L&E
16.07	02	Electronic Government Procurement (E-GP)	L&E

Module 17	: Social Research
Evaluation Method	: Individual Research Proposal = 50
Module Objectives	: After the completion of the module, participants will be able to: • describe different aspects of social research and its implications; and • apply social research methods in taking decisions in public sector.
Total Session Hours	: 10

Code	Hour	Topic	Method
17.01	01	Social Research in Evidence-Based Decision making	L&D
17.02	01	Research Proposal Development: Defining Problems, Questions, and Objectives	L&D
17.03	01	Literature Review, Referencing & Bibliography	L&D
17.04	02	Sources of Data and Data Collection Methods & Population, Sample and Sampling Techniques Data Collection and Sampling Techniques	L&E
17.05	01	Techniques of Preparing Questionnaire	L&E
17.06	02	Data Analysis: Techniques, Interpretation and Visualization	L&E
17.07	01	Research Ethics (Informed Consent, Deception, Confidentiality & Plagiarism)	L&D
17.08	01	Writing Research Report	L&D

Thematic Area D: Skill Development

Module 18	: Language for Professional Purposes
Evaluation Method	: Individual Exercise =50
Module Objectives	: After the completion of the module, participants will be able to: • develop oral and written communication skills in both Bangla & English language.
Total Session Hours	: 30

Code	Hour	Topic	Method
18.01	02	প্রমিত বাংলা বানান রীতি এবং দাপ্তরিক কাজে বাংলার ব্যবহার	L&GD/Ex.
18.02	02	প্রমিত বাংলা উচ্চারণ: রীতি ও প্রয়োগ	L&GD/Ex.
18.03	02	Introduction to Listening	L&D
		Listening Practice	Ex.
18.04	02	Learning Pronunciation using IPA Symbols	L&D
18.05	02	Introduction to Speaking	L&D
		Speaking Practice	Ex.

Code	Hour	Topic	Method
18.06	02	Introduction to Reading	L&D
		Reading Practice	Ex.
18.07	02	Introduction to Writing	L&E
		Writing Practice	Ex.
18.08	01	Formal Email Writing	L&E
18.09	02	Techniques of Presentation and Public Speaking	L&E
18.10	04	Extempore Speech	Ex.
18.11	02	Error Analysis	L&E
18.12	01	Introduction to Debate: Style & Technique	L&D, Vid.
18.13	06	Debate	Competition
18.14	-	প্রশাসনিক পরিভাষা ২০২৫	Reading Assignment

Module 19

Evaluation Method

Module Objectives

: Digital Transformation and Innovation in the Public Sector

: Practical Test = 50

: After completing this module, participants will be able to:

- interpret the fundamentals of digital transformation and emerging technologies;
- apply AI, ChatGPT and other digital tools for effective public service planning and delivery.

Total Session Hours

: 14

Code	Hour	Topic	Method
19.01	2	Public Value Creation through Digital Transformation	L&D
19.02	2	Integrating Emerging Technologies into workflows (AI, IoT, Big Data etc)	L& Workshop
19.03	2	Basics of Excel and PowerPoint	L&E
19.04	2	Cybersecurity: Threat Landscape and Public Sector Preparedness	L&D
19.05	2	Government Employees Management System (GEMS): Purpose, Use, and Future Prospects	L&GD
19.06	2+2	Typing (Bangla and English)	L& Ex. (guided self-practice)

Module 20 : Book Review & Presentation

Evaluation Method : Individual Report = 30
Individual Presentation = 20

Module Objectives : After the completion of the module, participants will be able to:

- critically review a selected text and present its key insights professionally, demonstrating analytical thinking and effective written and oral presentation skill.

Total Session Hours : 11

Code	Hour	Topic	Method
20.01	01	The Art of Reviewing of Books	L&D
20.02	10	Presentation on Review Report	IP

Instructions:

Individual Report; Structure and subject matter: 5, Language, writing style and logical sequence: 5, Consistency and relevance: 10, Analysis and command over the topic: 10
Individual Presentation; Articulation and Presentation Skill: 5, Critical Analysis: 10, Q&A: 3, Time management: 2

Module 21 : Physical Conditioning and Sports

Evaluation Method : Individual Assessment=50
Active Participation= 10 (Morning) + 05 (Evening);
Conduct & Dress Code= 15
Attendance=20

Module Objectives : After the completion of the module, participants will be able to:

- improve their physical fitness and apply principles of health, endurance and teamwork to maintain overall well-being and professional effectiveness.

Total Session Hours : 06

Code	Hour	Topic	Method
21.01	01	Sedentary Lifestyle and Its Management	L&D
21.02	01	Work-life Balance, Stress Relief and Wellness	L&D
21.03	01	Impact of Physical Activity on Health & Well-being	L&D
21.04	01	Sports Injuries and its Prevention	L&D
21.05	01	Nutrition & Physical Fitness	L&D
21.06	01	Occupational Pain, its Management and Rehabilitation	L&D
21.07		Morning PT: Walking, Jogging, Stretching, Freehand Exercise, Minor Games & Meditation Afternoon Games: Football, Handball, Basketball, Volleyball, Tennis, Swimming, etc.	Exercise

Module 22 : Car Driving
Evaluation Method : Individual Examination conducted by BRTA
Module Objectives : After the completion of the module, participants will be able to:

- safely drive light vehicles; and
- effectively follow traffic rules and regulations to ensure personal and public safety.

Total Session Hours : 02

Code	Hour	Topic	Method
22.01	01	Briefing on Traffic Rules and Road Signals	L&D
22.02	01	Overview on Vehicle Maintenance and Troubleshooting	L&D/ L& Demo
-	-	Driving Practice	Practice

Thematic Area E: Cross-Cutting Issues

Module 23 : Contemporary Issues
Evaluation Method : Individual Assignment = 25
Module Objectives : After the completion of the module, participants will be able to:

- critically analyze current national and global issues and evaluate their implications in the context of governance and public policy.

Total Session Hours : 22

Code	Hour	Topic	Method
23.01	02	Spirit and Aspirations of July Uprising	L&D
23.02	02	SMEs, Startups and Youth Entrepreneurships for Development in Bangladesh	L&D
23.03	02	Public-Private Partnership: Models, Benefits and Risks	L&D
23.04	02	Overseas Employment, Remittance and National Economic Progress: Opportunities and Challenges	L&D
23.05	02	Rohingya Crisis and the Geopolitics of South-East Asia	L&D
23.06	02	Energy Security and the Quest for Green Energy	L&D
23.07	02	GO-NGO Relationship for National Progress	L&D
23.08	02	Civil-Military Relationship	L&D/Panel D.
23.09	02	Understanding the Dynamics of Media: Managing misinformation, disinformation and Rumors	L&D
23.10	02	Blue Economy and the Prospect of Economic Gain for Bangladesh	L&D
23.11	02	Disaster Management in Bangladesh	Case Study
23.12	-	Intellectual Property Rights	Reading Assignment

- Session on the topics listed above will be held as Extension Lectures and usually in the evening. The topics listed under this module is tentative and the CMT, in consultation with the Module Director and Rector, reserves the right to add or modify topics as necessary.

1.5 GUIDELINES FOR FIELD ATTACHMENTS AND VISITS

MODULE 03: POVERTY ALLEVIATION AND RURAL DEVELOPMENT

Purpose:

As part of professional development, participants will be attached for a week to a renowned rural development academy which has a significant role in the country's poverty alleviation and rural development initiatives. During attachment, participants will gain insights into both the theoretical and practical aspects of rural development, livelihood improvement, and poverty alleviation efforts. This attachment is designed to provide them with a comprehensive understanding of rural development initiatives and strategies, some of these implemented by host organizations. This attachment program is a valuable opportunity to bridge theoretical knowledge with real-world practice, equipping you with the skills and insights needed for impactful contributions in the field of rural development.

Key Activities:

- Academic Sessions: Interactive sessions on the principles and practices of rural development, poverty alleviation, impact of livelihood programs.
- Field Visits: Visits to rural communities to observe ongoing development programs and interact with local beneficiaries, implementation of action researches by host organization.

Guidance for Participants:

- Be prepared to actively participate in both classroom discussions and field activities.
- Pay close attention to the strategies and interventions used in rural development programs.
- Focus on the practical implications of rural development policies, and think critically about how these can be enhanced or adapted for broader impact.
- Maintain a respectful and professional demeanor when interacting with local communities and host organizations. Your conduct will be assessed by the management team of the host organization, and this evaluation will contribute to your overall assessment, potentially affecting your performance.
- Participants will take a written examination organized by the host organization. The scores received will be included in the final evaluation.
- Selected CC will stay with participants at BARD/RDA/BAPARD during the attachment.

Monitoring:

- Maintaining Learning diary is an individual activity and compulsory for all participants. It will be periodically examined by concerned CC/designated Focal Point.

Attachment Schedule:

The CMT will determine a suitable time for the attachment programme and will provide proper notification.

MODULE 04: VILLAGE AND COMMUNITY STUDY

Purpose:

This module aims to provide participants with a practical understanding of the socio-economic realities in rural areas. Through direct engagement with rural communities, they will observe and analyze existing conditions and challenges faced by the rural population. The focus will be on critical issues such as education, healthcare, infrastructure, and access to resources. Additionally, participants will propose solutions to improve the situation of disadvantaged citizens, particularly those impacted by poverty and lack of services. This hands-on experience will help participants apply theoretical knowledge to real-world scenarios, enhancing their understanding of rural development challenges and potential solutions.

Activities Involved:

1. Introduction to the Framework of Social Enquiry:

- Understanding and analyzing the rural context.
- Exploring the roles of national and local governments in rural welfare.
- Learning about Social Safety Net Schemes provided by the government of Bangladesh.

2. Village Attachment:

- Each participant will be assigned to their own village/community for a period of three days.
- Participants will conduct Field Visits to observe rural life and existing conditions.
- Focus Group Discussions (FGDs) with community members will be organized to gather insights on key challenges.
- Data Collection: Information on education, healthcare, infrastructure, and access to resources will be gathered through surveys, interviews, and discussions.

3. Report Writing:

- After the field visit, participants will compile their findings in a detailed report.
- The report should analyze the challenges faced by the rural population and provide actionable recommendations for improvement.
- One copy of the report should be submitted to the local administration (UNO) and the final copy should be submitted to the Module Director.

Guidance for Participants:

- Be respectful and open-minded during interactions with community members. Listen carefully to their perspectives and experiences.
- Ensure ethical data collection by obtaining consent from participants before conducting interviews or surveys.
- Pay special attention to marginalized groups within the community, including women, children, the elderly, and those living in poverty.
- Focus on understanding the broader socio-economic context and how government policies and programs are affecting rural communities.
- Your report should be well-structured, with clear sections on the current situation, challenges, and suggested improvements.
- The goal is to not only observe but also critically think about how rural development policies can be more effective in uplifting disadvantaged citizens.

Monitoring:

Maintaining learning diary, which will be examined by the concerned course coordinator.

Attachment Schedule:

The CMT will determine a suitable time for the attachment programme and will provide proper notification.

MODULE 05: DISTRICT AND UPAZILA ATTACHMENT**Purpose:**

In this module, a series of activities will be conducted, and multiple reports or assignments need to be garnered. To ensure that participants are fully aware of their roles and responsibilities, this note outlines the list of tasks, methodologies, evaluation procedures, and expected outcomes at various levels. The attachment will consist of three main segments over the one-week period. It will begin with visits at the district level, followed by visits at the upazila level. During both the district and upazila attachments, participants will assess the district's potential by exploring different areas and reviewing secondary materials. Although the district and upazila visits share similar approaches, they differ in scope, which is why a common methodology has been proposed for carrying out the tasks.

Activities at the District Level:

- The group will be supervised by the Deputy Commissioner (DC)/ Additional Deputy Commissioner (ADC) of the concerned district. Upon arrival, participants will meet with the DC or the designated ADC and will adhere to their guidance.
- During such attachment, participants will be introduced to various nation-building departments (NBDs) to gain an understanding of their functions, interactions with other offices, operational procedures, and their role in the nation-building process;
- Observing and gaining insight into the functions and role of the District Development Coordination Committee (DDCC). The objective is to understand how coordination between various departments and offices at the district level is maintained, and how consensus is achieved.
- Examining and understanding the relationship between government and NGOs, cooperative societies and private sector organizations. Additionally, exploring the impact of the functions of these organizations on society and local communities.
- Scrutinizing the efficacies of different social accountability tools in improving public service delivery at district level.
- Ideally, 6-10 participants will be attached to a district outside their own division. Each group will be divided into sub groups (2 to 4 participants in each group) during the attachment for better management purposes. While in the district, each sub group will visit two offices per day and record their learnings daily in the Learning Diary

Activities at the Upazila Level:

- The DC will attach Each sub group with one Upazilla and concerned participants will preferably stay at the attached upazila for the entire duration of the attachment under the supervision of the respective Upazilla Nirbahi Officer (UNO).

- During the attachment, participants will observe the service delivery processes by the government offices they visited while they were in the district. They are expected to interact with the relevant service recipients to gain practical, real-life insights into the challenges faced by stakeholders.
- Participants will also identify potential resources within the upazila, explore innovations in public service delivery, and assess development opportunities.
- Participants will minutely keep notes of their learning and will prepare a group report.

Evaluation:

- Each group will prepare a group report and will present their findings to the District Evaluation Committee (DEC) on the final day of the second phase of their attachment.
- The District Evaluation Committee (DEC) will evaluate each participant's punctuality, discipline, and behavior, assigning a score out of 10 that will be included in the final results.
- On return, the participants will submit a group report to the module director. This report should be analytical and well-articulated. It should highlight participants' own reflection on the attachment at district and upazila levels along with national development policies and strategies.

Note for the Deputy Commissioner/Focal Point:

- The Deputy Commissioner will assess each participant individually based on their discipline, behavior, punctuality, and attitude, assigning 5 marks for this evaluation (Individual Conduct Assessment). Additionally, participants will receive 5 marks for their attendance in all activities during the attachment, which will also be evaluated by the district administration (Individual Attendance).
- The District Evaluation Committee (DEC) will evaluate each group on their presentation of learning during district and upazila attachment. Allotted mark for the assessment of group report presentation by the DEC is 20.
- The designated ADC will compile the scores and send them to the Course Director in a sealed envelope within 07 (seven) working days following the completion of the attachment.

DEC formed by order of the Ministry of Public Administration

01	Deputy Commissioner	Chairperson
02	Superintendent of Police/Representative	Member
03	Deputy Director (Agriculture)	Member
04	District Livestock Officer	Member
05	District Fisheries Officer	Member
06	ADC (General/Education)	Member-Secretary

Monitoring:

- Maintaining learning diary, which will be examined by the concerned course coordinator.
- Faculty members may physically visit the participants to oversee the attachment programme.

Attachment Schedule:

- The CMT will determine a suitable time for the attachment programme and will provide proper notification.

MODULE 09: OFFICE MANAGEMENT AND COMMUNICATION

Guidelines on the Secretariat /Private Organizations Attachment

Purpose:

To meet the module objectives, participants will have the chance to visit different ministries and divisions situated at the Bangladesh Secretariat. The purpose of this attachment is to enable participants understand the functions of the ministries and divisions in practice. As these entities are involved in policy-making, participants will gain insights into the dynamics of government's overarching functions. Furthermore, they will have the chance to meet in person the key policy makers, senior bureaucrats and may observe them practically working on policy decision making. This engagement is expected to enhance the confidence and outlook of the young civil servants. Beyond the Secretariat Attachment, participants will be exposed to some renowned private organizations in groups for a day.

To ensure a smooth visit, the Course Management Team (CMT), in partnership with the Ministry of Public Administration, will organize participants into groups and assign them to various ministries and divisions. They will also visit private organizations in groups as designed by the CMT. The attachment may take place over two consecutive working days.

Monitoring:

- each participant will maintain learning diary which will be examined by the concerned course coordinator.
- Faculty members will accompany the participants during the visit to the Secretariat/Private Organizations.

Attachment Schedule:

- The CMT will determine a suitable time for the attachment programme and will provide proper notification.

1.6 WRITING RESEARCH PROPOSAL

Module 17: Social Research

Guidelines on individual research proposal writing, Full marks-50

As part of the evaluation under the Module 17, each participant will write a research proposal of 1000-1200 words on a topic of his/her own choice. These brief guidelines aim to direct the participants to a successful accomplishment of their research proposal writing assignment. Topics for research proposal: Each participant should choose a topic for research proposal that falls within the broader purview of the public administration, governance, and development issues of Bangladesh. It will be a social science research proposal.

Paper Structure: a) Each proposal will have a COVER PAGE mentioning the research title at the top, participant's name and roll number in the middle, and the course name along with the organization's name and date of submission at the bottom of the page. There will be no indication of the participant's name and roll number anywhere on the paper except the cover page. b) The rest of the assignment will have the general look of a research proposal. It will include:

1.6.1. Title

A good title gives the reader a good understanding of the nature of research work. It should (i) have the most important words at the beginning, (ii) not use ambiguous or confusing words, and (iii) break up into a title and a subtitle if it has too many words.

1.6.2 Introduction

The introduction will give a big picture of the topic. It will have a few paragraphs addressing different issues. The first paragraph will present an overview of the issue (the background of the topic proposed for an investigation). The second paragraph will describe what is not known about the issue through scientific research—knowledge gap/research gap (problem statement). The final paragraph will set objectives for the proposed study, followed by the rationale for the study.

1.6.3 Literature Review

This section will give a critical overview of the past studies leading to developing a conceptual framework/ analytical framework/ theoretical framework.

1.6.4 Methodology

This part of the paper will tell the readers about the research approach (inductive/deductive), details about research population, sampling technique and sample size, data collection method(s), and data analysis method.

1.6.5 Reference

The proposal will follow the BJPA's referencing style. The participants should carefully read the author guidelines available on the journal's website for details. Note that the proposal will be checked for plagiarism using the Turnitin software. Up to 25% similarity with proper referencing in academic writings is accepted at BPATC.

Specifications: The following specifications will apply to the research paper:

1. **Font:** The paper will use 'Times New Roman' font in 12 font-size in general, except it is specified in the relevant places.
2. **Margins:** Top-1.2", Bottom-1.2", Left-1.0", and Right-1.0"
3. **Title:** (i) The title will be 16 font-size, Bold, and left-aligned, (ii) There will be 1 line space above and below the title.
4. **Heading 1:** (i) Heading one will be UPPERCASE, Bold and left-aligned. (ii) It will have 2 line spaces above and below
5. **Heading 2:** (i) Heading two will be Capitalized on each word, Bold and left-aligned. (ii) It will have 1.5 line spaces above and below.
6. **Heading 3:** (i) Heading three will be Capitalized on each word, Bold, italic, and left-aligned. (ii) It will have 1.5 line spaces above and below.
7. **Paragraphs:** (i) There will be no line space between paragraphs. (ii) The first line of the second paragraph and onwards will have 0.5" indentation.
8. **References:** (i) There will be no line space between references. (ii) Each reference will have 0.5" hanging.

COURSE BROCHURE



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2.1 Course Management Team



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2.2 BPATC AT A GLANCE

2.2.1 Introduction

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

The core of spirit of our struggle for freedom and great liberation war is to build a glorious nation, a developed and prosperous Bangladesh-free from all kind of exploitation and injustices. To build a prosperous, developed and exploitation-free nation a contingent of public officials 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. To attain National Visions and Sustainable Development Goals (SDGs) by 2030, the government officials must have a specific degree of professionalism and integrity and capability of translation of knowledge of administrative and constitutional laws into action. They must possess analytical insight to constructs, functions and responsibilities in an appropriate manner across all public administration settings.

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.

2.2.2 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)

2.2.3 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.

2.2.4 Vision, Missions, Theme, and Core Values

Vision

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

Mission

We are committed to achieving the shared vision through:

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

Theme

Building an effective, inclusive, and accountable public administration system.

Core Values

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

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

Discipline

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

Integrity

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

Inclusiveness

We are committed to achieving a diverse and highly professional workforce at all levels of the 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.

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.

2.2.5 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. To take care of the computer section and IT related services there are a System Analyst, a Programmer, and four Assistant Programmers. The total manpower of BPATC is about 650 of which Grade-9 officers are-120, Grade-10-22, Support Staff belonging to Grade-(11-16) -235 and (17-20)-272. 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 twenty-member Board chaired by a Minister nominated by the Honorable President of the state. Overall administration and policy guidelines of the Centre rest on the board.

2.2.6 Functions of BPATC

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 Defense 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 apprise 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.

Research and Consultancy

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

Publication

The Centre publishes a number of journals and periodicals in Bangla and English, including Bangladesh Journal of Public Administration (BJPA), Bangladesh Lok-Prashashon Potrika (BLPP), BPATC Newsletter, Training Calendar, Annual Report etc. A publication committee headed by the Rector of the Centre guides the publications of the Centre.

2.2.7 Facilities of BPATC

Dormitory

The Foundation Training Course (FTC) is a fully residential program, and all participants are required to stay in the designated dormitory. Participants of the 80th FTC will reside in the newly constructed 15-storey dormitory, which offers a range of modern amenities, including free Wi-Fi, a computer lab, laundry services, 24/7 electricity, air conditioning, and a day-care centre for children. Each room will be attended by staff at a 6:1 participant-to-attendant ratio.

To maintain decorum, participants must not access floors allocated to the opposite gender. Additionally, all trainees must return to the dormitory by 10:30 PM. After this time, all entry points will be closed. In case of an emergency, participants should contact the dormitory supervisors. The following supervisors are in charge of different floors of the new dorm:

1. Floor 2-4 (for female participants): Ms. Ormita Islam, Ph. 01817621625
2. Floor 5-6 (for female participants): Shraboni Shabnam, Ph. 01754376106
3. Floor 7-10 (for male participants): Mir Mohammad Farhadul Islam, Ph. 01716377144
4. Floor 11-15 (for male participants): Md. Aminur Rahman, Ph. 01716610525

Class Room

In BPATC, classes are conducted at various facilities of the Centre, namely at Academic Building, ITC, Multipurpose Hall, Lecture Theatre etc. All these classrooms are well equipped with state-of-the-art facilities, such as multipurpose board, multimedia display, wi-fi, sound system and so on. All these classrooms are under CC camera monitoring. A classroom attendant stands by when the sessions go on to facilitate with the training aids and to extend technical support.

Academic Building

Academic building is the three-storeyed facility adjacent to the Library. The building houses FTC Office, Guest Room, Course Director's Office, classrooms, multipurpose language lab etc.

Lecture Theatre

There are two newly renovated lecture theatres- lecture halls with seats in tiers- having seating capacity for 50 persons each. These spacious and well-equipped halls are great indoor facility for immersive learning experience. Lecture theatres are located near to the rose garden of BPATC.

Main Auditorium and Mini-Auditorium

The main auditorium of BPATC is a newly refurbished facility for large gathering. Usually the inaugural and closing ceremonies, mess and guest nights and other programmes take place in this commodious hall where 500 plus participants can sit at a time. It houses a spacious elevated stage with cutting-edge acoustic and lighting system. At the ground floor of ITC Building the so called mini-auditorium is located. This hall has an elevated podium and is used for various formal programmes. It has a seating capacity of 100 people.

Cadence Hall

Located at the 9th floor of ITC Building, Cadence Hall is a multipurpose room which is used for classroom sessions, seminar, workshop and other formal programmes. It can accommodate 200 plus participants at a time.

International Training Complex (ITC)

ICT Building is a key premise of the Centre. This busy joint houses Rector's Secretariat, office blocks, conference room, classroom facilities, IT lab, cafeteria, kitchen, dining hall, mini auditorium, dormitory and so on. It also has an architectural atrium called 'Vision Garden'- a sky-lit court space where socialization events take place.

Multi-Purpose Building

MPB is one of the oldest structures on BPATC Campus and a popular haunt by the participants. This three-storeyed building is a one-stop spot for different services. A branch of Sonali Bank Ltd., ATM booth, post office, laundry, convenience shops, tea stalls are housed in this facility. 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.

IT Supports

The IT section of the centre is well equipped with modern technologies to support the training management. This section maintains the internet connectivity, computer labs, ERP system, and other technological issues. There are three computer labs in the centre for providing computer-related or online work-based sessions. Moreover, printing facilities are available in the 15-storey dormitory building, particularly. This section also provides laptops to the trainees who don't have a personal one for the tenure of the concerned course.

Library

The BPATC library is one of the best administration libraries in the country. The library plays an important role in achieving the goals of training. Collection of relevant books, journals, magazines, and other reading materials and processing these for the readers are the main tasks of the library. There are approximately 1,25,000 books for circulation to the readers in its possession. Participants will have ready access to the reading facilities. Besides these, the library received a good number of books, journals, workshop proceedings, conventional and non-conventional research reports, annual reports, newsletters, and magazines as complimentary copies through exchange programmes with various local and foreign organizations. Recently a 'Muktijuddho Corner' has been opened where almost all the books on our independence and war of liberation are available. A Civil Service Museum is under development at the ground floor of the library building.

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 is the key person to provide further information about library.

Dining/Cafeteria

Assistant Director (Dormitory) supervises activities of the cafeteria. Participants must follow table manners.

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 one language lab 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.

Sports

Physical conditioning and games are vital parts of different training courses conducted in BPATC. Active participation in the physical exercise sessions early in the morning and games in the afternoon is obligatory for all FTC participants. Every morning, physical conditioning and sports programme start by singing the National Anthem and Morning Prayer. The starting time is scheduled to be changed with the time of sunrise.

The physical conditioning program consists of stretching, walking, jogging, running, floor exercise (freehand exercise), swimming, calisthenics, therapeutic exercise, and a brief introduction to the selected yoga type. In the games sessions, participants actively participate in four different team games, which are (i) football, (ii) volleyball, (iii) handball, and (iv) basketball. Besides, female participants also take part in sports events such as volleyball, handball, and badminton. Furthermore, participants of both sexes have the opportunity to practice table tennis, carom, chess, and weight training on an optional basis. The Centre also has a mini gymnasium for the staff and the participants.

All the activities of games are arranged in three phases. In the first phase, participants are given theoretical and practical knowledge regarding the rules of the games and regulations and strategies of sports. In the second phase, strategies of different games are practiced individually and in groups. In the third phase, sports competitions are arranged, and winners give prizes.

Deputy Directors (sports) along with Assistant Directors (Sports) coordinate this programme with the active and intensive involvement of male and female instructors.

Swimming Pool

Learning swimming is compulsory with the sole aim of life-saving for those who do not know how to swim. The training session will be arranged as per the schedule of the course. It is optional for the participants.

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 five medical officers, two sub-assistant community medical officers (SACMO), two physiotherapists,

two dentists, 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 advice 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.	Timing
Dr. Bilkis Laila	Medical Officer	01711073636	Roaster Duty
Dr. Shamima Akter	Medical Officer	01711001084	
Dr. Syed Shamsul Arefin	Medical Officer	01829673034	
Dr. Mohammad Abdul-lah Al Faruk	Medical Officer (Dental Unit)	01674601110	
Dr. Rinat Fowjia Chandni	Medical Officer (Dental Unit)	01688904123	
Emergency Number for Medical Purpose: 01723966111			

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

Transport Support

BPATC has a fleet of vehicles for official purposes. The Centre also provides conveyance support to participants. An on-payment pick-and-drop service is arranged on weekends for participants to commute from and to BPATC. The usual routes are (i) BPATC to Manik Mia Avenue via Gabtoli-Asadgate and (ii) BPATC to Uttara Airport Railway Station via Ashulia-Abdullapur. However, the route may change according to the decision of CMT. Vehicle support for food and grocery shopping is also provided on requisition by CMT. As mentioned earlier, emergency medical transport is provided as or when needed.

Shafina Day-care Centre for Children

The Centre is well considerate of the needs of participants with child and has necessary arrangement so that the female officers with babies can carry on their training with ease of mind. The old female dormitory used to house 'Shafina Daycare Centre for Children.' However, this facility has been relocated to the 15-storey newly built dormitory. Children aged between 1-4 years can enjoy the daytime care by experienced and trained caregivers. This service is free of cost. Participants or their personal attendants can use the facility for preparing food for babies and preserve them in refrigerators. Babies can also play around in a safe and well decorated environment.

BPATC Mosque

BPATC has a spacious, architecturally soothing mosque overlooking the lake and hillocks. Around 1000 people can say their prayer at a time. The prayer service is administered by a full-time Imam. Practicing Muslim participants join the prayers five times a day. Moreover, special supplications are arranged as part of observance of some national days. Participants are always welcome to the mosque to join the supplication programmes. While visiting the mosque, participants should follow the prescribed dress code.

Recreation and Leisure

Participants enjoy leisure and have recreational activities while on campus. The new dormitory has TV and common rooms. They can avail of the indoor gym facilities at dorm and indoor games hall. At the end of every month, FTC participants led by Cultural Committee organize cultural programme called Mess Night. They also organize cultural programme on occasion of various national/international days celebration. Towards the end of the Course, participants are invited to 'Guest Night' where they can join the cultural programme and dinner with their spouses.

2.3 STANDARD CONDUCT AND BEHAVIOUR FOR PARTICIPANTS

2.3.1 Ensure all kinds of discipline as per Training Evaluation Policy (Amended 2024)

- The centre expects the participants to behave like mature individuals. The Participant does not burn up in anxiety.
- Participant neither resents authority nor does he/she become overbearing when he/she is in a position of power.
- In short, mature persons are balanced people who are an asset to any organization.
- Creativity that improves all human endeavor like a spark will be encouraged so that participants can contribute creatively to all activities and raise the standard of the course.
- A participant/An officer is expected to excel and constantly strive towards setting higher benchmarks.

2.3.2 Expectations from the Participants

- **Discipline:** Discipline is the topmost important core value of BPATC. It is non-negotiable. As a civil servant, a strict code of conduct and norms of behaviour bind each of us. It is expected from the participant to follow the code of conduct and demonstrate the highest standard of discipline in the service as well as personal life.
- **Behaviour:** BPATC expects the highest standard of behaviour and decorum befitting for an officer from each of the participant. BPATC expects that participant will be courteous and well-mannered towards each other, with academic staffs and with the faculty-members. Participants must ensure that their behaviour towards participants of the opposite gender is beyond criticism.
- **Punctuality:** It is expected that participant will reach the venue or reporting point of any scheduled event (academic or otherwise), ten minutes ahead of time and will be seated in allotted chair at least five minutes before of the event.
- **Participation:** A training course is a two-way traffic. What the participant will extract that will depend a good deal on what they put into it. The Course Management Team would like them to participate fully in all the activities that make-up the Course. BPATC would be happy to know of bottlenecks, if any, or where they see a possibility for further improvement. When participants participate in classroom discussions we expect you to be polite and considerate to all others present.
- **Attire:** BPATC expects participant to be appropriately attired for every occasion. The details about what constitutes proper attire is given at Annex-1.

2.3.3 General Conduct

- Discipline is the topmost important core value of BPATC. It is non-negotiable. As a civil servant, a strict code of conduct and norms of behaviour bind each of us. It is expected from the participant to follow the code of conduct and demonstrate the highest standard of discipline in the service as well as personal life.

- The entire range of activities at the Centre, including co-curricular and extra-curricular activities, are integral parts of the course and the participants are required to take an active part in all of them. All activities, behaviours and movements of participants are subjects to daily monitoring as well as evaluation.
- Residing in the Campus is compulsory; spouses, friends or relatives of the participants will not be permitted to stay on Campus under any circumstances. Violation of this will be considered an act of indiscipline and misconduct.
- Participants should not play loud music in their rooms or speak loudly in lounges or the corridors.
- While walking in the corridors, all participants must walk following right track. Walking in corridors in a haphazard way is to be taken as misconduct. Gossiping in corridors or any walk-way or run-way making a ring is strictly prohibited.
- Keeping or consuming alcoholic drinks is not permitted in the campus. Inebriated conduct will invite expulsion from the course and action under Conduct Rules.
- BPATC is declared as smoking free zone; so, smoking is strictly prohibited in the campus.
- Participants are not permitted to keep private vehicles in the BPATC Campus.
- Practicing mutual respect is part of our core values. Showing or attempting any event of disrespect to any fellow-participant, colleague, faculty-member, senior-junior, employees of the Centre is considered as misconduct.
- Redress of grievances, if any, should be sought within the Centre. Any issue of grievances related to individual or group must be reported to concern course coordinator first. A direct representation to the higher authority, without going through the proper channel will be considered as the violation proper channel.
- Carrying and showing personal firearms (if any) are strictly prohibited in BPATC campus.
- Carrying and using mobile phone other than dormitory area is strictly prohibited.

2.3.4 Standard behavior in classroom

- Showing mutual respect is the part of our core values. The participant must practice the norms of mutual respect- respect to others opinion, respect to any innovative idea, respect to any disagreement are the part of mutual respect. The participants are advised to stand up and remain stand up at the entry and exit of the resource person to and fro the class room.
- Participants will be assigned specific seats in the respective lecture halls. Each participant is expected to occupy only the assigned seat before the session commences. Attendance would be taken in accordance with the seating arrangement.
- The Centre encourages freedom of expression and diverse viewpoints. Alert and active participation in class room sessions is encouraged and expected. Politeness in discussions is a hallmark of an officer. You are expected to listen carefully to the views of others and raise your hand to be called upon by the session-conducting officer, before making any points of your own.
- Punctuality and decorum is to be maintained for all sessions /event academic or non academic. Participants should enter the classroom and take their allotted seats 5 minutes prior to the time designated for the commencement of the lecture.

- Attendance will be noted according to the seating arrangement. Participants will not be allowed to enter through front door after the doors have been closed. During the session time, participants are directed to use (if there is an obvious reason) back door during the session time. Taking any sorts of food (including chewing gum and chocolate) and drink in class room is strictly prohibited.
- Participants are expected to be attentive and conduct themselves with due regard for the feelings of the lecturer and fellow Officer Trainees.
- Questions addressed to faculty members / guest speakers should be clear, precise and polite. Participant will stand up when asking any question.
- Participants must remember that guest faculty is invited by the Centre. As such, they are honoured guests; and their dignity should be upheld under any circumstances. Talking or whispering or making side-talking during a lecture not only disturbs the speakers but other participants also.
- Effective listening is an art and essential as a matter of courtesy to the speaker as well as your colleagues. Remember, there is nothing that cannot wait till the end of the class. The posture adopted while sitting in the classroom is extremely important.
- Participant sit with the back upright, without slouching in the chair, either to the front or to the back. One's arms should not be crossed behind one's head while sitting. This is considered extremely impolite and uncivilized.
- While applauding guest speakers, thumping on the table should not be done as this is not becoming of a civil servant. One should clap with hands only.
- When a lecturer leaves classes, participants are expected to remain standing after the lecture concludes till the speaker leaves the class.

2.3.5 Standard Behaviour for Physical Training and Sports Activities

- Participants must wear the specified dress in morning PT and sports session in afternoon.
- Not wearing specified dress is considered as violation of discipline and matter of negative marking; repetition of same behavior can be treated as misconduct.
- Timely attendance in PT and Sports Session is very important. Late attendance in those sessions is considered as an offence.
- Active participation in PT and sports activities is a part of evaluation. So, maintaining proper dress code, participating actively in game and sports activities, taking all the sports and PT professionally are some important criteria for evaluation.
- Participants must not engage them in unauthorized conversation or side talk while morning PT and walk is going on. They should follow all the instruction of physical instructor attentively and act accordingly.

2.3.6 General Behavior

Identity Cards

- Participants are issued identity cards for the duration of the course they attend. This identity card has to be carried by the participant at all times within the campus.
- ID cards must be clipped on to shirts, pullovers, jackets or sharees, as the case may be. It is compulsory to display the cards during working hours, in classes, in the Mess, on all formal occasions in the Centre.

Leave & Absence

- All course activities, including classes, P.T., sports, attachment, study tour and extra-curricular activities are made compulsory for all participants and all of those activities constitute official duty for the participating officers. No participant shall absent himself/herself from any of these activities.
- Course activities have been designed in a seamless manner in which they merge into each other. Therefore, it would not be possible to grant any leave during the course. In case of very serious and exceptional reasons, application for leave entertained under provisions of Evaluation Policy (Amended 2024).
- Participants are required to stay on Campus during the entire duration of the Course. No Officer Trainee shall leave even the Municipal limits of Savar without obtaining prior written permission from the course authorities, even on holidays or weekends.

Penalties

- We are confident of full participation by the Trainees in all activities of the course. Any absence without explicit permission would be treated as "unauthorized absence from official duty" and will be dealt with as per rules. The range of penalties (which may be imposed), may be either in the form of negative marking, as prescribed, or under the Rules relating to Conduct and Discipline under the provisions of Evaluation Policy (Amended 2024) or both. We sincerely hope that no occasion would arise, which would compel us to resort to such drastic measures.
- At any point of time during the course, if any trainee indulges in any act of misconduct or indiscipline, the course authorities may release him/her from the course without serving any notice and in case of such event a report to the controlling Ministry will be sent to that effect.

Informal Meetings with Faculty

- The participants are not allowed, in general, to meet any faculty member in their office rooms or residences.
- If it is obvious to meet any faculty member, the participant must request him through Course Management Team and CMT will make arrange the meeting in course office. Kindly be punctual on such engagements. In the event of your not being able to keep up the engagement, concerned Participant must express regrets to the Faculty member. Not turning up on a fixed engagement without any intimation to the host would be construed as an act of indiscipline.

Behaviour during Guest Lectures

- Participants must ensure that the participants never leave the class till the guest speaker leaves. Courtesy demands that The Participant rises from his chairs at the end of the session and wait till the Guest Speaker leaves the room.
- While the centre encourage the Participants to ask questions to the Guest Speakers, The Participant should be careful in framing your questions and be polite and dignified in interaction. Participants should remember that they are the guests of the Centre and have to be given due respect and regard. They also have the highest expectations from you.

Conduct in Dormitory

- Without any exceptional case, all participants must not enter into the dormitory after 10:30 pm. Staying outside of the dormitory after 10:30 pm is to be considered as an indisciplinary event.
- Participants must wear decent and gentleman dress while they are in dormitory. Wearing shorts, longi, short hosiery is not allowed in dormitory.
- Participants are expected to behave decently in the dormitories at all times. Shouting, loud music, noisy parties/revelry must be avoided as it is a source of inconvenience and nuisance to others. Keeping or consuming alcohol or alcoholic drinks or narcotics in the hostels is prohibited.
- Participants may kindly note that in the interests of conservation of electricity, they are expected to switch off all the electrical appliances and lights, whenever they leave the room. Violation of this norm will attract a fine.
- Water is a scarce resource. Participants are expected to ensure that taps are properly closed, whenever they leave the room. Violation of this norm will attract a fine as well.
- Apart from penalties mentioned above, any damage to Government property resulting from negligence will be recovered from your salary.
- Other than the specified behavior mentioned above, BPATC has formulated an exhaustive list of "Dos and Don'ts" (Annexure-2) to be followed strictly by the participants.

ANNEXURES

বাংলাদেশ লোক-প্রশাসন প্রশিক্ষণ কেন্দ্র সাভার, ঢাকা

প্রশিক্ষণ কোর্সের পোশাক-পরিচ্ছদ

ক্রম	অনুষ্ঠান/কার্যক্রমসমূহ	নারী প্রশিক্ষণার্থী	পুরুষ প্রশিক্ষণার্থী
০১	শ্রেণীকক্ষ অধিবেশন/ শিক্ষাসফর/ সংযুক্তি কার্যক্রম/ ক্যাফেটেরিয়া (প্রশিক্ষণ চলাকালে)/ কোর্স প্রশাসন, অনুষদের সাথে সাক্ষাত/ রেক্টর'স টি, মেস নাইট	১। দেশি শাড়ী (সুতি/সিল্ক) [রঙ: মভ, আকাশী নীল (স্কাই ব্লু), পিচ, হালকা ধূসর (লাইট গ্রে)]; ২। ক্রোসড সুজ (রঙ: কালো, গ্রে); ৩। স্কিন কালারড লম্বা মোজা; ৪। শীতকালে ব্লেজার; ৫। বিশেষ পরিস্থিতিতে স্কার্ফ ও লং কটি পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।	১। ক্রোসড 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 ব্লেজার; ৭। বিশেষ পরিস্থিতিতে অন্যান্য পরিচ্ছদ পরিধানের প্রয়োজন হলে তা অবশ্যই সাধারণভাবে সুপারিশকৃত রঙের সাথে সামঞ্জস্যপূর্ণ হতে হবে।
০২	উদ্বোধন ও সমাপন অনুষ্ঠান/গেস্ট নাইট	১। জামদানী শাড়ী [রঙ: হাক্কা ল্যাভেভার, কপার ব্রাউন, সি গ্রিন]; ২। ব্লেজার (অফিসিয়াল নেভি ব্লু); ৩। ক্রোসড 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)।
০৩	ক্রীড়া অধিবেশন	১। পোলো শার্ট, ট্রাউজার; ২। সালোয়ার-কামিজ-ওড়না, ৩। লম্বা মোজা; ৪। কেড্‌স। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]	১। পোলো শার্ট; ২। ট্রাউজার/শার্টস, ৩। লম্বা মোজা; ৪। কেড্‌স। ৫। ট্যাকসুট (শীতকালে) [সব সাদা]
০৪	ক্যাফেটেরিয়া/ লাইব্রেরি ওয়ার্ক/ কম্পিউটার ল্যাব/ ডরমিটরির বাইরে অবস্থান/ অতিথির সাথে সাক্ষাত (অধিবেশন ব্যতীত/ছুটির দিন)	১। শাড়ী/সালোয়ার-কামিজ-ওড়না; ২। লেদার স্যাম্বেল।	১। ওপেন কলার শার্ট সঙ্গে ফুল প্যান্ট (জিন্স, গ্যাবার্ডিন/কর্ড কাপড় প্রযোজ্য নয়); ২। লেদার সুজ/স্যাম্বেল সু।
০৫	জাতীয়/ আন্তর্জাতিক অনুষ্ঠান/ কার্যক্রমসমূহ	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রযোজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।	১ নং ক্রমিকে বর্ণিত পোশাকের অনুরূপ। প্রযোজ্যক্ষেত্রে সংশ্লিষ্ট কোর্স প্রশাসন নির্দেশনা প্রদান করবে।
০৬	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।

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Savar, Dhaka

(www.bpatc.gov.bd)

Do's and Don'ts for the Participants

OVERALL

Do's

1. Be attentive to punctuality and discipline.
2. Always wear the name badge while out of dormitory at the centre.
3. Admit your fault unhesitatingly and express your grief if you make any mistake in words or deeds.
4. Inform the Course Administration if you have any grievance. First talk to the Course Coordinator in case of issues pertaining to Course Management.
5. Thank the person if s/he helps you or shows courtesy. Reply in return if someone thanks you.
6. Speak in a fairly low voice.
7. Always walk in single file and on the right side.
8. Throw the litter to the litter box.
9. Make space for the person walking fast.
10. Follow properly the instructions pertaining to the dress-code.
11. Maintain discipline while boarding a bus at the centre.
12. Let others speak first and listen attentively to what they say.
13. Show proper respect to each other.
14. Show modesty in your bearing.
15. Stand up in respect to an approaching senior.
16. Be refined in attire, speaking and demeanour.

Don'ts

1. Leaving the campus is prohibited without the prior approval from the competent authority.
2. Don't do anything that disrupts the professional or personal harmony.
3. Avoid exasperation under any circumstances.
4. Don't hurt anyone's feelings and belief.
5. Avoid discriminatory behaviour in all circumstances.
6. Don't put hand/s in the pocket/s while greeting or conversing with any senior.
7. Avoid indiscretion, intemperance and flamboyance in your bearing.
8. It is not courteous to sit keeping a lady standing.
9. Neither a too introvert nor a too extrovert be.
10. Avoid calling someone loudly from far away.
11. Avoid underestimating others and overestimating yourself.
12. Avoid using emotional language and rough demeanour.

13. Don't speak standing at the corridor or on the way.
14. The centre is a smoking free zone. So don't smoke while on the campus.
15. It's not permissible to use the vehicle of the officers and the staff without the prior approval from the competent authority.
16. Avoid negative mindset.
17. Don't waste time.
18. Keep yourself away from any type of sensitive political and religious conference.
19. Don't use the computer and the printer of the course secretariat without the prior approval from the Course Management Team.

CLASSROOM

Do's

1. Sit in the classroom at least five minutes prior to the commencement of the session.
2. Show proper respect to the speaker.
3. Seek permission from the speaker to go outside the classroom on inevitable cause.
4. Let others to take the supplied handouts after you have taken yours.
5. Be attentive to the session.
6. Pass the attendance sheet forthright after you have put your signature on it.
7. Seek permission from the speaker before you speak.
8. Speak after being well-informed.
9. Put forward objective and relevant questions. Raise your hand before you ask a question.
10. Be respectful of and forbearing to other's comments.
11. If necessary, stand up and speak up seeking permission for the speaker.
12. Maintain silence until the session ends.

Don'ts

1. Carrying Mobile phone is strictly prohibited in the classroom.
2. Don't interrupt while someone else is putting forward question/s
3. Don't ask the speaker too many or irrelevant questions.
4. Avoid asking questions without seeking permission from the speaker.
5. Never make an aggressive comment or question.
6. Don't show immodesty while having an opinion contrary to the speaker's.
7. Don't criticise others.
8. Don't talk with the person sitting next to you or anyone during the session.
9. Don't go outside the classroom without permission and on trifle grounds.
10. Avoid being physically and mentally aggressive.
11. Avoid using the laptops and perusing the books that are not permitted.
12. Don't waste your time in the washroom.

GAMES AND PHYSICAL EXERCISE

Do's

1. Come to the field putting on the designated costume.
2. Be on time in the field.
3. Maintain discipline while participating in the physical exercise.
4. Put team spirit above the personal interest in the field and during physical exercise.
5. Abide by the directions/suggestions of the instructors.
6. Show proper respect to the instructor and be modest in your bearing towards the staff of the Games & Sports section.
7. Be respectful to the laws of the competition.
8. Take the decision of the referee/instructor easy.
9. Be careful to yourself and avoid unnecessary excitement.
10. Avoid accidents and help others avoid the same too.
11. Carry the credentials of forbearance.

Don'ts

1. Don't be ill-tempered towards the competitor.
2. Don't play in a way that puts you and others in the danger of injury.

LIBRARY

Do's

1. Maintain silence.
2. Be careful to the cleanliness of the library.
3. Keep on the table the books taken from the self/rack.
4. Maintain discipline while visiting the library.
5. Abide by the rules of the library.
6. Return the book/s in time and help others to avail the opportunity.
7. Take care of the book/s.
8. Put on formal attire before coming the library.
9. Know the time-table of the library.

Don'ts

1. Avoid personal conversation in the library.
2. Don't drag the chair making cracking sound.
3. Don't tear the page/s or spoil the cover page of the book/s.

PERSONAL STUDY

Do's

1. Study regularly.
2. Study the summary of the lecture regularly.
3. Study and help others study.
4. Properly utilise the library.
5. Take help from the concerned Faculty, if necessary.
6. Be prepared for the examination on any date.
7. Fill up every day's learning point/s regularly.
8. Keep in mind - "A stitch in time saves nine."
9. Give importance to the Recap Session/s.

Don'ts

1. Don't study in a way that disturbs others.
2. Don't put off any work for future.
3. Don't use mobile phone in the library.

EVALUATION

Do's

1. Carefully read the Evaluation Guideline and abide by it.
2. Be well-informed during the briefing on Evaluation in case of any query. Besides, consult with the Evaluation Officer seeking permission from the Course Management Team.
3. Try to express team comment/s instead of personal comment/s during oral Evaluation. Discuss as much as possible before presenting your speech.
4. Properly and punctually evaluate the speaker/s as number is allocated for this.

Don'ts

1. Don't let your personal likings/disliking influence the Evaluation.
2. Avoid putting forward illogical demand/recommendations and meaningless criticism.
3. Don't hurt other/s during verbal Evaluation.
4. Avoid exaggeration in commendation or criticism.

EXAMINATION HALL

Do's

1. Maintain silence.
2. Cooperate with the invigilator/s in their job/s.
3. Be relevant and precise in answering questions.
4. Utilise the time properly.
5. Ensure that you have written down your name, roll number and section.

Don'ts

1. Unfair means in the examination hall will be treated as misconduct and will be dealt with severely in accordance with the law.
2. Avoid the mindset of helping and seeking help from other/s in the examination hall.
3. Mobile phone is strictly prohibited in the examination hall.

TELEPHONE**Do's**

1. Make sure the number is alright before dialing someone and give your identity first.
2. Ask modestly the name of the person who picks up the phone and speak with him in an entreating voice if someone else is to be called.
3. Maintain utmost decency while conversing with a lady.
4. Be brief in your telephonic conversation.

Don'ts

1. Don't speak too long over the phone.
2. Never first ask the identity of the person who picks up the phone.
3. Never request any officer or staff to make an opportunity for you to use the official phone for personal conversation.
4. Never use someone else's phone without prior permission.
5. Speaking over while walking through the corridor is strictly prohibited.

BEHAVIOUR TOWARDS THE FACULTY AND PARTICIPANTS OF OTHER COURSES**Do's**

1. Try to mix up with the Faculty with modesty and earnestness.
2. Show proper respect to the participants from other courses.
3. Greet the Faculty and the participants from other courses.
4. Please notify the Course Management Team before you meet any Faculty in his office on necessity.

Don'ts

1. Avoid doing criticism.
2. Avoid showing off your erstwhile or any sort of relation with the Faculty.
3. Never behave with the participants of other courses in a way that mortifies them.

BEHAVIOUR TOWARDS THE EMPLOYEES

Do's

1. Be modest and humanitarian in your attitude towards the Room boy, Classroom attendant, employees of the cafeteria & library and others.
2. Make space for your co-participant to avail the assistance of the Room boy.
3. Inform the authority in case of any employee's immodest behaviour.

Don'ts

1. Never force any employee to do something beyond his charter of duty.
2. Don't rebuke the employee if he fails to carry out his assigned duty or misbehaves. Inform the matter to the authority.

CULTURAL FUNCTIONS

Do's

1. Take your seat at least ten minutes prior to the commencement of any programme.
2. Stand up and show respect to the Chief Guest during his entrance.
3. Cultivate Officer like self-restraint while enjoying the refined entertainment.
4. Help the volunteers to conduct the programmes as per the schedule.
5. Encourage the performers with clapping as and when necessary.
6. Keep in mind that the function should be refined, up to the taste & standard and solemn.
7. Bear the sense of being moderate in everything.

Don'ts

1. Don't show too much excitement during the programme.
2. Never make any indecent remark or bad comment.
3. Don't put your leg under the seat in front of you.
4. Don't talk with the persons sitting next to you during the programme.
5. Don't request the organiser to arrange something beyond his/her scheduled item/s.
6. Avoid loud cheering and uttering "One more; one more"

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

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List of Module Directors

Module No.	Title of the Module	Name of the Module Directors
1	Fundamentals of Foundation Training Course	Dr. Mehedi Masud Director
2	History and Culture of Bangladesh	Mr. Md. Aminul Karim Deputy Director
3	Poverty Alleviation and Rural Development	Mr. A. M. Sharior Alam Assistant Director
4	Village and Community Study	Mr. Mohammad Mamun Senior Research Officer
5	District and Upazila Attachment	Mr. Mohammad Mozaherul Islam Assistant Director
6	A) Public Administration, Governance and Public Policy B) Organizational Management	Mr. Abdullah Al Mamun Evaluation Officer
7	Ethics in Civil Service	Mr. Md. Sharif Hasan Director
8	A) Governmental System and Relevant Laws B) Service Rules and Legal Issues	Mr. Md. Nazim Uddin Assistant Director
9	Office Management and Communication	Mr. Md. Abul Basher Director
10	Basics of Economics	Ms. Rafia Islam Research Officer
11	Economic Planning & Development	Ms. Tasmia Tamanna Rifa Assistant Director
12	Public Financial Management	Ms. Sanjida Shahnaz Deputy Director
13	Sustainable Development and Environmental Governance	Mr. Md. Shahadat Hossine Research Officer
14	Gender and Human Rights	Ms. Tanzina Akhter Assistant Director
15	Project Management	Mr. Abdullah Al Mamun Deputy Director

Module No.	Title of the Module	Name of the Module Directors
16	Procurement Management	Mr. Razib Mia Evaluation Officer
17	Social Research	Mr. Mohammad Sohrab Hoshen Assistant Director
18	Language for Professional Purposes	Ms. Samiana Sultana Evaluation Officer
19	Digital Transformation and Innovation in the Public Sector	Mr. Tanjur Ahmed Joarder Assistant System Analyst
20	Book Review & Presentation	Mr. Mamun-Ur-Rashid Librarian
21	Physical Conditioning and Sports	Mr. Razib Kumar Dhali Assistant Director
22	Car Driving	Course Management Team
23	Contemporary Issues	Ms. Rumana Tanjin Antara Deputy Director

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

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Tentative Gantt Chart (Days and Attachment)

March	April	May	June
Inauguration (01)	01	Participants will go for BARD/RDA/District & Upzila Attachment (i. 2 nd Half will go to District & Upazila Attachment ii. 1 st Half will go to BARD/ RDA or another institute	01
02	02		02
03	Friday		03
04	Saturday		04
05	05		Friday
Friday	06		Saturday
Saturday	07		07
08	08	Friday	08
09	09	Saturday	09
10	Friday	10	10
11	Saturday	11	11
12	12	12	Friday
Friday	13	13	Saturday
Saturday	Pahela Boishak	14	14
Village & Community Study for All	15	Friday	15
	Secretariat Attachment	Saturday	16
Shab-e-Qadr	Friday	17	Field Trips/Visit
Village & Community Study for All	Saturday	18	
Eid-UI-Fitr	19	19	
	20	20	Saturday
	21	21	21
	22	Friday	22
	23	Saturday	23
24	Friday	24	24
25	Saturday	25	25
Independence Day	Participants will go for BARD/RDA/ District & Upzila Attachment (i. 1 st alf will go to District & Upazila Attachment ii. 2 nd Half will go to BARD/RDA or another institute		Friday
Friday		Eid-UI-Adha	Saturday
Saturday			Closing (28)
29			
30			
31			



BPATC

Building Capacity for
Effective, Inclusive and Accountable
Public Administration System