BPATC

108th SENIOR STAFF COURSE

(16th July – 29th August 2023)

Curriculum & Brochure

Building Capacity for Effective, Inclusive and Accountable Public Administration System

TRAINING

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE
www.bpatc.org.bd

Bangladesh Public Administration Training Centre
Savar, Dhaka

108th SENIOR STAFF COURSE

(16th July – 29th August 2023)

Curriculum & Brochure

Building Capacity for Effective, Inclusive and Accountable Public Administration System

BANGLADESH PUBLIC ADMINISTRATION TRAINING CENTRE

Planning, Programming and Recording (PPR) Department

Bangladesh Public Administration Training Centre
Savar, Dhaka

July 2023

ACRONYMS AND ABBREVIATIONS

ACAD   Advanced Course on Administration and Development

BPATC   Bangladesh Public Administration Training Centre

BRI   Belt and Road Initiative

CMT   Course Management Team

D&GE   Discussion & Group Exercise

FM   Faculty Member

FTC   Foundation Training Course

GP   Group Presentation

GS   Guest Speaker

ICT   Information Communication Technology

IP   Individual Presentation

L&D   Lecture & Discussion

L&E   Lecture & Exercise

LLW   Lessons Learned Workshop

MoA   Memorandum of Agreement

MoU   Memorandum of Understanding

NBR   National Board of Revenue

NIS   National Integrity Strategy

PPM   Policy Planning and Management Course

Q&A   Question & Answer

SSC   Senior Staff Course

TABLE OF CONTENTS

PART – A

COURSE GUIDELINES

INTRODUCTION

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

SENIOR STAFF COURSE

Senior Staff Course (SSC) is one of the main courses of BPATC for the policy-level officials of the government. While the course's main participants are the joint secretaries to the government, some officials of the same rank from the Armed Forces and Bangladesh Civil Service Foreign Affairs Cadre and Police Cadre can also join it. BPATC organizes the course in partnership with the Ministry of Public Administration as the latter provides the nominations for this training. SSC's general purpose is to allow the policy-level officials to understand governance and development's critical issues. As such, participants critically analyze the problems to determine the most appropriate strategies to address them. Moreover, developing leadership skills, particularly strategic decision-making, is another crucial objective of this course. The design of the modules of this course supports the participants to realize the purposes of the training.

Goals and Objectives of the Course

The goal of the course is to enhance participants' capability of dealing national and global issues professionally, efficiently and effectively.

The main objectives of the course are-
- To enhance the capability of the participants to analyze the relationship of institutions, systems and processes of social, political, economic, cultural and environmental dynamics;
- To improve the problem solving, decision making and communicating skills;
- To develop the capability of the participants of dealing with the decision makers and other key stakeholders;
- To enhance the participants' capability of dealing with the issues of intellectual discourse effectively; and
- To inculcate the participants' attitudes towards innovations in governance.

KEY FEATURES OF THE COURSE

Course Duration

The course duration is 55 days with two segments: in-country training at BPATC and overseas training in a foreign country's designated institution. Out of the 55 days, 45 days are spent at BPATC, and the rest days are for the overseas part. In general, sessions are held on all weekdays except holidays. However, sessions may be held on the weekend, depending on the necessity. The participation of the trainees in all activities is mandatory.

Course Content

The course is conducted through 10 academic modules, which are clustered into 4 thematic areas. The modules are presented below under the thematic areas.

Thematic Areas	Modules
Public Sector Governance	Module 1: Public Sector Ethos
	Module 2: Public Policy Formulation
	Module 3: Research and Policy Evaluation
	(a) Research Methodology for Policy Evaluation
	(b) Developing Policy Evaluation Paper
	Module 4: Partnerships and Negotiations
	Module 5: ICT for Governance and Development
Development Strategies and Management	Module 6: Economic Development
	Module 7: Project and Procurement Management
Cross-Cutting Issues	Module 8: Contemporary Issues
Skills Development	Module 9: Presentation Skills
	Module 10: Learning Good Practices
	(a) Domestic Exposure Visit
	(b) Overseas Training

Training Methods

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

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

Medium of Instruction

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

Resource Persons

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

Extension Lectures

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

Course Management Team (CMT)

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

Responsibilities of the Participants

All participants need to firmly adhere to the following:

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

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

Dress Code

Academic Sessions and Formal Events

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

Sports Sessions

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

Accommodation and Food

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

Training Sessions and Tentative Schedule of a Day [1]

There will be at least five sessions a day. Typically each session is one hour, while the duration of the extension lecture is two hours. The first session of a day starts sharp at 08:30 in the morning, while evening sessions begin at 18:30 hours. A tentative plan of a day is presented below.

Time	Activity
06:00-07:00	Morning Physical Training
08:30-09:30	1st Session
09.40- 10.40	2nd Session
10:41-11:05	Health Break
11:06-12:05	3rd Session
12:15-13:15	4th Session
13:16-14:15	Lunch & Prayer Break
14:16-15:15	5th Session
16:00-16:40	Afternoon Games
18:30-20:30	Evening Session (Extension Lecture)

OVERVIEW OF THE EVALUATION SYSTEM

Total Marks of Evaluation and Means of Evaluation

The performance of the SSC participants is evaluated on 750 marks. The principal means of evaluations are individual assignments, group assignments, writing policy evaluation paper, and individual and group presentations. Module wise evaluation methods and marks are given below.

Module No.	Title of the Module	Methods and Marks		
		Individual	Group	Total
1	Public Sector Ethos	-	-	-
2	Public Policy Formulation	-	50	50
3	Research and Policy Evaluation	25+125	-	150
4	Partnerships and Negotiations	-	50	50
5	ICT for Governance and Development	-	50	50
6	Economic Development	50	-	50
7	Project & Procurement Management	-	50	50
8	Contemporary Issues	-	50	50
9	Presentation Skills	25	25	50

---

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

Module No.	Title of the Module	Methods and Marks		
		Individual	Group	Total
10	**Learning Good Practices**			200
	Domestic Exposure Visit	-	100	
	Overseas Training	-	100	
-	Evaluation by the CMT	20	-	20
-	Evaluation by Evaluation Department	30		30
	Total Marks	**275**	**475**	**750**

Break-down of the Marks of the CMT Evaluation and Evaluation Department

Following is the break-down of 50 marks of evaluation by the Course Management Team and Evaluation Department.

Evaluation	Subject of Evaluation	Marks	Total
CMT	Punctuality	05	20
	Table Manners and Dress	05	
	Appropriate Observation of BPATC's Norms and Values	05	
	Participation in Co-curricular Activities	05	
Evaluation	Speakers' Evaluation	10	30
Department	Attendance	20	

Grading

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

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

Individual Course Evaluation Report for Dossier

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

COURSE
CONTENTS

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 1: Public Sector Ethos

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

Part-I

Code	Hrs	Topics	Speaker/Facilitator	Training Method
1.01	2	Realizing the Spirit of the Liberation War	GS	L&D
1.02	2	Life and Philosophy of the Father of the Nation	GS	L&D

Part-II

Code	Hrs	Topics	Speaker/Facilitator	Training Method
1.03	2	Corruption and Unethical Practices in Governance and Development: Combating Strategies	GS/FM	D&GE GP
1.04	2	National Integrity Strategy: A Diagnostic Analysis of the Implementation Challenges	GS/FM	D&GE GP
1.05	2	Strategic Management in the Public Sector: Overview, Essence, and Implications	GS/FM	L&D Case Study
1.06	2	Art of Leadership and Creating Impact	GS/FM	L&D Case Study
1.07	2	Proactive Motivation and Empowering the Workforce for Organizational Productivity	GS/FM	L&D Group Exercise
1.08	1	Work-Life Balance and Stress Management	GS/FM	L&D
1.09	2	Media Relations	GS/FM	L&D

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 2: Public Policy Formulation
Evaluation Method: Group Assignment (Word Limit 800-1000)
Total Marks: 50

Module Objective: To get the participants exposed to different dimensions and criticalities of public policy formulation and implementation.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
2.01	2	Understanding Public Policy and Public Policy Process	GS/FM	L&D
2.02	2	Policy Evaluation: Theories, Tools and Techniques	GS/FM	L&E
2.03	2	Evidence-Informed Policy Formulation: Different Approaches and Tools	GS/FM	L&D
2.04	2	Policy Success and Policy Failure: A Framework for Policy Options [Policy Evaluation & Learning]	GS/FM	L&D Case Study
2.05	3	Exercise on Policy Formulation	GS/FM	GE & Presentation
2.06	2	The Evolving Nature of Collaboration and Partnership in Policy Making with Special Reference to Inter-Ministerial Meeting and Stakeholder Consultations	GS/FM	L&D Case Study

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 3: Research and Policy Evaluation

Part I.
Research Methodology for Policy Evaluation
Evaluation Method: Individual Assessment
Total Marks: 25 Marks

Sub-Module Objectives: To make the participants understand the necessity of research in policy evaluation and acquaint them with different research aspects. This sub-module helps the participants gain hands-on experience in writing the proposal and conducting research.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
3.01.01	8	Research for Policy Analysis and Evaluation: Necessity (contextualization), Methodology (data collection tools, techniques, interpretation of data), Writing Research Proposals and Reports (norms, methods, and styles)	FM	L&E
3.01.02	4	Practical Exercise on Preparing a Proposal for Policy Evaluation	Research Consultants and Participants	Practical Guidance

Part II.
Developing Policy Evaluation Paper
Evaluation Method: Individual Policy Evaluation Paper and Presentation
Total Marks: 125 Marks [2]

Sub-Module Objective: To provide the participants with opportunities to write a policy evaluation paper and enhance analytical and presentation skills.

Code	Days/Hrs	Topics	Speaker/Facilitator	Training Method
3.02.01	3 days	Literature Review/Data Collection	Research Consultants	Field Visit
3.02.02	4 hrs	Session with Research Consultants to Finalize the Paper	Research Consultants	Group Discussion
3.02.03	6-8 hrs	Policy Evaluation Paper Presentation	External and Internal Evaluators	Presentation

---

[2] Break-down of marks: **Paper: 100** (formatting/structure: 20, language, reference and style: 25, problem identification, analysis, consistency: 40, new insights/ideas: 15), **Presentation: 25** (presentation skills and time management: 20, ability to respond to question(s): 5)

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 4: Partnerships and Negotiations
Evaluation Method: Group Assignment (Word Limit 800-1000)
Total Marks: 50

Module Objectives: To make the participants understand negotiations and different diplomatic terms and instruments, lead negotiations effectively, and be aware of the global and local changes regarding development partnership and governance.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
4.01	2	Concepts and Dimensions of Negotiations with Special Reference to Bilateral, Regional, and Multilateral Negotiations	GS	L&D Case Study
4.02	2	Whole-of-Government Approach to Negotiations (Role of Different Ministries in International Negotiations/Partnership between MoFA and Line Ministries	GS/FM	L&D Case Study
4.03	2	Understanding Key Diplomatic Instruments/Terms: MoU/MoA/Note of Exchange/ Note Verbal/Communiqué/Resolutions etc.	GS/FM	L&D Examples
4.04	2	InternationalDevelopment Partnership/Cooperation: Changing Dynamics and Ramifications for the Recipient Countries	GS/FM	L&D Case Study
4.05	2	Geo-Politics and Geo-Economics in Asia: Implications for Bangladesh	GS	L&D

THEMATIC AREA: PUBLIC SECTOR GOVERNANCE

Module 5: ICT for Governance and Development
Evaluation Method: Group Assignment (Word Limit 800-1000)
Total Marks: 50

Module Objective: To enable the participants to understand ICT's leveraging role in bringing excellence in governance and economic opportunities.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
5.01	2	Transformation into "Smart Bangladesh" by 2041	GS/FM	L&D
5.02	2	4IR and Its Potential Impact on Public Sector Governance and Policy Making	GS	L&D
5.03	2	ICT as a Thrust Sector of Employment and Economic Development: Status, Opportunities and Challenges for Bangladesh	GS	L&D

THEMATIC AREA: DEVELOPMENT STRATEGIES AND MANAGEMENT

Module 6: Economic Development
Evaluation Method: Individual Assignment (Word Limit 600-800)
Total Marks: 50

Module Objective: To enable the participants to know the approaches and strategies for Bangladesh's economic development.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
6.01	2	Bangladesh's Economic Development: Strategies, Drivers, Opportunities, and Challenges (Explaining Bangladesh Enigma)	GS/FM	L&D
6.02	2	Bangladesh and SDGs: Policy Approach and Financing Strategy	GS/FM	L&D
6.03	2	The Government's Vision of Development: 8th Five-Year Plan, Perspective Plan (2021- 2041) and Bangladesh Delta Plan 2100	GS/FM	L&D
6.04	2	Strategic Visions of the National Export and Import Policies	GS	L&D Examples
6.05	2	National Industrial Policy and Strategic Outlook	GS	L&D Examples
6.06	2	LDC Graduation: Pathways, Opportunities, and Challenges	GS/FM	L&D
6.07	2	National Budgeting and Financing: Strategic and Operational Issues	GS	L&D
6.08	2	Fiscal Policy and Monetary Policy: Issues and Coordination	GS	L&D
6.09	2	Strengthening Partnership in South Asia: Opportunities and Challenges	GS	L&D
6.10	2	Climate Change and Adaptation: Implications on Development in Bangladesh	GS/FM	L&D Case Study
6.11	3	Debt Sustainability & Debt Management	GS	L&D Case Study

THEMATIC AREA: DEVELOPMENT STRATEGIES AND MANAGEMENT

Module 7: Project & Procurement Management
Evaluation Method: Group Assignment (Word Limit 800-1000)
Total Marks: 50

Module Objective: To enable the participants to know different critical areas of project planning, implementation and procurement, and analyze project management challenges.

Code	Hrs	Topics	Speaker/Facilitator	Training Method
7.01	2	Project Planning, Preparation, Implementation and Monitoring: Practical Issues and Policy Implication [Special Reference to Large Projects-Social and Infrastructural]	GS/Expert Team	L&D Case Study
7.02	2	An Overview of FIDIC Rules and Project Management	GS	L&D Case Study
7.03	3	Practical Sessions on Public Procurement: Evaluation & Award	GS/Expert Team	Workshop & Exercise
7.04	3	Public Procurement: Agreements/Contracts (National and International)	GS/Expert Team	Workshop & Exercise

THEMATIC AREA: CROSS-CUTTING ISSUES

Module 8: Contemporary Issues[3]
Evaluation Method: Group Assignment (Word Limit 800-1000)
Total Marks: 50

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method
8.01	2	Bangladesh on the March towards Prosperity with special reference to Ten Special Initiatives of the Honorable Prime Minister	GS	L&D
8.02	3	Emerging Trend of the Private Sector and the Public-Private Partnership in Bangladesh: Opportunities and Challenges	GS	Panel Discussion
8.03	2	Changing Dynamics of the Civil Service and the Strategies for Executive Development	GS	L&D
8.04	2	Prospect for Overseas Employment and Remittance	GS	L&D
8.05	2	Challenges and Opportunities of Preferential Trade Agreements	GS	L&D
8.06	2	Education Policy and Market Demand	GS	L&D
8.07	2	Harnessing the Benefits of Blue Economy	GS	L&D
8.08	2	Universal Health Coverage	GS	L&D
8.09	2	Demographic Transformation and Aging Challenges in Bangladesh	GS	L&D

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

THEMATIC AREA: SKILLS DEVELOPMENT

Module 9: Presentation Skills
Evaluation Methods: Individual Presentation and Group Debate
Total Marks: 50 [Extempore Speech: 25; Developmental Debate (Group): 25]

Code	Hrs	Topics	Speaker/Facilitator	Training Method
9.01	-	Policy Debate: Presenting Policy and Development Issues	GS/FM	IP
9.02	-	Extempore Speech/Theme-based Presentation	GS/FM	IP

Module 10: Learning Good Practices
Total Marks: 200

Part I.
Domestic Exposure Visit
Evaluation Method: Group Assignment (Word Limit 600-800)
Total Marks: 100

Sub-Module Objectives:

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

Role of the CMT

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

Group Assignment

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

Part II.
Overseas Training
Evaluation Method: Group Report Preparation and Presentation
Total Marks: 100 [4]

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

Management of the Overseas Training

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

_____

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

Roles and Responsibilities of the Participants in the OT

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

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

Methodology and Briefing on Assignments Under OT

Group Formation

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

Overseas Part

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

BPATC Part

Lessons Learned Workshop (LLW)

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

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

LLW Marks Distribution

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

---

[5] Each member of the group will get the same number as group performance.
[6] This evaluation is fully based on individual performance.

GUIDELINES FOR
POLICY EVALUATION PAPER

Introduction

Writing a policy evaluation paper by doing policy analysis and evaluation is an integral part of the Senior Staff Course and is part of Module 3. Each participant must write a 'policy evaluation paper' and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned academics and practitioners. This brief guideline supports the participants in writing the evaluation paper.

This exercise gives the policy-level participants a practical opportunity to understand the policy process and, at the same time, to critically analyze the public policies to realize to what extent they are useful and relevant. By writing a policy evaluation paper, the participants understand the complexities and multidimensional dynamics of the public policy process. Moreover, participants gain professional knowledge and expertise to comment on the necessity, effectiveness, efficiency, validity, etc. of the public policies. Such evaluations also helps improve the policy formulation and implementation process.

Specific Objectives of Writing the Policy Evaluation Paper

The following are the specific objectives of the assignment:
- understanding different aspects, notably different theories, tools, and techniques, of public policy analysis and evaluation;
- using social research methods to analyze and evaluate public policies;
- making the participants able to write formal evaluation paper complying with standard methodological norms and requirements;
- improving critical analytical abilities; professional writing and presentation skills;
- enhancing the logical sequence and argumentation process.

Note on the Analysis

While analyzing a particular policy, the participants may keep the following points in mind to better develop the paper:
- advantages/disadvantages of the policy under consideration (in terms of effectiveness, costs, enforcement, and public acceptance);
- economic, social, environmental, cultural impacts/implications of the policy;
- potential challenges to implementing the policy;
- the outlook of the policy, if it benefits the elite or the general people not;

Individual Assignment

Each participant should individually evaluate an existing policy of his/her own Ministry, Division, and Directorate and **prepare a paper**. During the preparation of the policy evaluation paper, a team of research consultants supports the participants. Members of the consultancy team act as mentors for the participants. Each participant should make an oral presentation on his/her paper.

Technical Requirement for the Preparation of the Policy Evaluation Paper

Maintaining Academic Ethics

No data, text, facts, ideas, or theories belonging to others presented in a way as if they were the author's own ("plagiarism") are accepted. Proper acknowledgment of other's work must be given and

this includes material that is closely copied (near verbatim), summarized and/or paraphrased. Quotation marks are used for verbatim copying of material, and permissions are secured for copyrighted material.

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

Length

The length of the paper should be between 3000 and 5000 words.

Text Formatting

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

Referencing

- Harvard Referencing Style

PART - B

COURSE BROCHURE

Bangladesh Public Administration Training Centre

108th Senior Staff Course
(16th July – 29th August 2023)

Course Management Team (CMT)

Rector, BPATC and Course Adviser

Md. Ashraf Uddin
Secretary to the Government
BCS Administration
rector@bpatc.org.bd

Course Director

Md. Shaugatul Alam
Member Directing Staff
Cell No: 01731658284
Email: shaugat20@gmail.com

Course Coordinator

Md. Aminul Karim
Deputy Director
Cell No: 01712719590
Email: akarimmonju@gmail.com

Md. Mamun-Or-Rashid
Librarian
Cell No: 01742255395
Email: mamun.lis@gmail.com

1.0 Introduction

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

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

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

2.0 Foundation of BPATC

With the dire necessity of fulfilling the demand for ready human resources of a newly born independent country and achieving the dream of the father of Nation Bangabandhu Sheikh Mujibur Rahman's Sonar Bangla, creating a core of efficient, dynamic, competent, citizen-focused, proactive, and patriotic public servants for rapid and sustained development, BPATC emerged in 1984 as an autonomous organization amalgamating the then four institutions:
1. Bangladesh Administrative Staff College (BASC)
2. National Institute of Public Administration (NIPA)
3. Civil Officer Training Academy (COTA)
4. Regional Staff Training Institute (STI)

3.0 Location and Landscape

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

4.0 Vision, Missions, Theme, and Core Values

Vision

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

Mission

We are committed to achieving the shared vision through:

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

Theme

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

Core Values

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

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

Discipline

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

Integrity

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

Inclusiveness

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

Innovation

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

Professionalism

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

Learning for results

We impart training for results and take follow-up actions to stay relevant. We value and maintain an enabling environment for continuous learning for our clients and ourselves.

Team Spirit

We foster spirit de corps in our activities and share our achievements as well as failures among ourselves. We consider every individual of the organization as a valued member of the team where contribution by everybody is recognized. We take careful initiatives to instill team spirit among participants of our programmes.

5.0 Faculty, Management, and Participants

The learned faculty of the Centre comprises a healthy blend of senior civil servants, academicians, and researchers, keeping spaces for dignified guest speakers with diversified backgrounds. The civil servants combine the richness of their field experience with strong academic credentials, creating a stimulating atmosphere for learning knowledge, skills, and competencies attuned with a positive attitude. The faculty blended with academicians, experienced civil servants, and researchers contribute to the two-way synergy of theory and practice to respond to constantly changing environmental dynamics.

The Centre is headed by a Rector who is a Secretary to the government entrusted with transforming the vision, mission of the Centre into reality by managing the human and other resources holistically at his domain. Followed by the Rector, there are six Member Directing Staff (MDS) of the rank of Additional Secretary/Joint Secretary to the government, devoted to supervising six divisions of the centre. There are a required number of specialized departments within each

wing headed by Directors, equivalent to the rank of Deputy Secretaries. Other faculty members below Directors are designed as Deputy Directors, Senior Research Officers, Research Officers, Evaluation Officers, Assistant Director, Assistant Programmar, Medical Officers, and Librarians. The Centre acts as a virtual melting pot where participants across the divergent generation, qualifications, and socio-economic backgrounds meet, interact and learn from each.

Above all, the Centre has a twelve-member Board of Directors (BOD) currently chaired by HPM. Overall administration and policy guidelines of the Centre rest on the board.

6.0 Functions of BPATC

6.1 Training

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

The Centre also conducts a plethora of short courses to make officers aware of the government's policies, familiarize them with the Rules, Regulations, etc and appraise them of the relevant reforms and changes. The Centre on occasions caters bespoke training, e.g., Special Foundation Training course (SFTC), to entertain the demands of the valued clients. Indeed, the Centre has four arms as Regional Public Administration Training Centre (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.

6.2 Research and Consultancy

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

6.3 Publication

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

7.0 Facilities of BPATC

Accommodation

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

Training Room

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

Academic Building

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

Lecture Theatre

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

Auditorium or Multi-Purpose Hall

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

International Training Complex (ITC)

It is one of the facilitating arms of the Centre for networking with foreign institutions for arranging training, workshops, seminars, meetings, etc. The office of the Rector and the Rector's Secretariat has recently been shifted here. This complex has modern accommodation facilities for all types of

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

Multi-Purpose Building

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

ATM Booth

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

Library

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

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

Except for the books issued, the trainers and trainees can read many leading dailies. Moreover, five selected dailies are preserved in bound form for various reference and research purposes. The library also subscribes to international magazines such as The Economist, Times, Reader's Digest, and National Geographic. The library is subscribers to some renowned journals, namely Proshikhyan, International Review of Administrative Science, etc. The participants are encouraged to use the library facilities at the maximum effort. Librarian (AVR) is the key person to know more about the library.

Dining/Cafeteria

Service team supervises activities of the cafeteria. Participants must follow table manners and the

time schedule as given below:

Regular tentative schedule for dining:

- Breakfast: 07:00 am to 8:15 am hrs

- Snacks & tea (morning): 10:40 am to 11:00 am hrs

- Lunch: 13:15 to 14:00 hrs

- Snacks & tea (evening): 16:40-17:20 hrs (subject to change based on sunset time)

- Dinner: 20:00-21:00 hrs

Computer Lab

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

Language Lab

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

Swimming Pool

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

Clinic

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

The medical clinic is run by four qualified doctors with limited medical facilities. Participants are given free medical consultation, prescriptions, and limited medical care. The participants are entitled to have medical prescriptions free of charge and some common medicines available at the clinic, especially on an emergency basis. However, the medical facilities can only meet the primary

needs or minor cuts and injuries. The clinic provides ambulance services on payment in case of serious illness. Doctors are available in two shifts from 9.00 am - 3.00 pm and from 3.00 pm to 9 pm. From 9 am to 9 pm, doctors attend to the patients in case of emergency.

Contact number of the Doctors:

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

Emergency Number for Medical Purpose: 01723966111

Physiotherapy

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

Contact number of Physiotherapists

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

Mosque

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

Recreation

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

Contact Details of Module Director/s

Module No and Name	Faculty Name and Designation (not seniority-based)	Cell Number and Email Address
01. Public Sector Ethos	Dr. Md. Morshed Alom Deuty Director	01552-602056 mmapatc@hotmail.com
02. Public Policy Formulation	Dr. Md. Mohoshin Ali MDS	01711-489786 mohoshin2005@gmail.com
03. Research and Policy Evaluation	Dr. Md. Zohurul Islam Director	01716-458964 ddpd@bpatc.org.bd zohur68@gmail.com
04. Partnerships and Negotiations	Dr. Mehedi Masud Director	01747-074422 mmbp222@yahoo.com
05. ICT for Governance and Development	Dr. Mohammad Ziaul Islam System Analyst	01819-448979 likhon_26@yahoo.com
06. Economic Development	Mr. Md. Siddiqur Rahman Director	01712-570054 acsiddique1975@gmail.com
07. Project and Procurement Management	Md. Atikuzzaman Director	01727778316 atik_uzzaman@yahoo.com
08. Contemporary Issues	Mr. Md. Sharif Hasan Director	01911-308396 sharifhelenn@yahoo.com sharifhelenn@gmail.com
09. Presentation Skills	Mr. Md. Monirul Islam MDS	01882-406482 hmurtaza@gmail.com
10. Learning Best Practices	Course Management Team (CMT)	...

Contact Details of Mentor/s of the Policy Evaluation Paper

Sl.	Faculty Name and Designation	Cell Number and Email Address
01	Dr. M. Arifur Rahman Director	01552468235 arif@bpatc.org.bd, m.arifurrahman@yahoo.com
02	Dr. Md. Zohurul Islam Director	01716458964 zohur68@gmail.com
03	Dr. Rokeya Fahmida Director	01731214213 fahmidapatc@gmail.com
04	Dr. Mohammad Rezaul Karim Deputy Director	01554339166 reza@bpatc.org.bd, rezapatc@gmail.com
05	Dr. Md. Morshed Alom Deputy Director	01552602056 sro2@bpatc.org.bd, mmapatc@hotmail.com

CTMS: Summary Participant

Participant Name	Section Name	Roll	Dormitory Name	Room No.	Birth Date
Abu Hena Mostofa Zaman	A	101	ITC Dormitory	602	18/06/1970
Dr. Dipankar Roy	A	102	ITC Dormitory	602	08/12/1969
Dr Nazneen Kawshar Chowdhury	A	103	ITC Dormitory	705	10/10/1970
Colonel MD RAFIQUL ISLAM	A	104	ITC Dormitory	603	14/04/1977
Abdur Rahim	A	105	ITC Dormitory	614	01/01/1976
Md. Ashrafuzzaman	A	106	ITC Dormitory	604	05/04/1970
Md Shah Abid Hossain	A	107	ITC Dormitory	604	31/12/1971
Md. Sarwar Alam	A	108	ITC Dormitory	606	01/08/1969
Sarder Md. Keramat Ali	A	109	ITC Dormitory	605	01/02/1972
Md Abdul Malek	A	110	ITC Dormitory	605	28/07/1968
ANDRIO DRONG	A	111	ITC Dormitory	606	05/01/1971
SK AKTAR HOSSAIN	A	112	ITC Dormitory	607	01/07/1971
Md. Shaheenur Rahman	A	113	ITC Dormitory	711	20/11/1970
Captain A B M Shamsul Alam	A	114	ITC Dormitory	611	01/01/1975
Farook Ahmed	A	115	ITC Dormitory	611	10/01/1977
Md.Shamimuzzaman	A	116	ITC Dormitory	612	01/07/1968
SHAH IMAM ALI REZA	A	117	ITC Dormitory	612	31/12/1974
Md. Nasimur Rahman Sharif	A	118	ITC Dormitory	613	01/07/1969
MD. MIZANUL HAQ	A	119	ITC Dormitory	613	06/09/1970