

Policy Planning and Management Course

Course Guidelines

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



Bangladesh Public Administration Training Centre
Savar, Dhaka, Bangladesh

Policy Planning and Management Course

COURSE GUIDELINES



Bangladesh Public Administration Training Centre
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1.0 Introducing BPATC

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

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

To attain the Vision 2021, Vision 2041 and Agenda 2030 the civil service members must have a specific degree of professionalism and integrity and capability of translation of knowledge of administrative and constitutional laws into action. Civil servants must possess analytical insight to construct, function and perform responsibilities in an appropriate manner across all public administration settings. The 'Senior Staff Course' strives to improve their competencies to bring about desired changes in public service management for the competitive future.

1.1 Vision of BPATC

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

1.2 Mission of BPATC

We are committed to achieve 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 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.

1.3 The Core Values of BPATC

The core values of BPATC include-

- ❖ **Discipline:** We maintain discipline of the highest order in every step of our activities. We believe in mutual respect and human dignity. We are committed to creating an environment where all views, opinions and inputs are encouraged and valued.
- ❖ **Integrity:** We demonstrate patriotism and ethics in our activities. We do what we say. We practise 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.
- ❖ **Professionalism:** We show leadership and strive for excellence in our activities by means of professionalism and competencies. We are passionate about the work we do and foster pro-people attitude.
- ❖ **Learning for results:** We impart training for results and take follow up actions to stay relevant. We value and maintain an enabling environment for continuous learning for our clients and ourselves. We are keen to build partnership and collaboration with local and international organizations.

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

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

2.0 Background of Policy Planning and Management Course

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

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

To attain the vision 2021, Vision 2041, SDGs Agenda 2030 the civil service members must have a specific degree of professionalism and integrity and capability of translation of knowledge of administrative and constitutional laws into action. Civil servants must possess analytical insight to constructs, functions and responsibilities in an appropriate manner across all public administration settings. The 'Policy Planning and Management Course' strives to improve their competencies to bring about desired changes in public service management for the competitive future.

3.0 Policy Planning and Management Course (PPMC)

Policy Planning and Management (PPM) Course designed for the Additional Secretaries to the Government is one of the core courses of BPATC. The main focus of this course is to facilitate the trainee officers to analyze and review development policies and public service delivery management of the Government in the light of their wisdom and experiences they have gathered during their service life.

4.0 Objectives of the PPMC

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

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

5.0 Training Outlines

Policy Planning and Management Course is comprised of seven modules. These modules cover issues relating to policy development perspective of

the government, policy analysis and review and public service management. Course contents are given in detail in Annex- 1.

6.0 Training Methods

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

- Workshop
- Panel Discussion
- Group Exercise
- Case Study
- Field Visit/Exposure Visit

Group Exercise in the course will get more priority. Please note that, team work requires maximum interaction among group members for the accomplishment of a team task followed by preparation and presentation of group report. Each team may consist of 4-5 members. Each participant is responsible individually and jointly for the quality of the team report. Each group will present its report before the audience in a plenary session.

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

6.1 Exposure Visit

Exposure visit within the country is an integral part of the training programme which will provide participants with an opportunity to see and observe the practical aspects and situation of a project. Such visits would help them not only to understand the real problems on the issues but also assist them to formulate appropriate policy.

Another aspect of the course is arrangement of foreign exposure visit. Under this programme participants are exposed to some other country for seven days. During this visit they will have the opportunity to share experiences of

policies, strategies, practices in the public service delivery with their counterpart in the visiting country. After this seven day programme beyond the 12 day-long course, participants are required to present their group report in a feedback seminar arranged by BPATC authority. Presentation of group report in the host country organisation on the concluding day of the exposure visit is also a requirement.

The foreign exposure visit is arranged with the specific objective of enabling participants to see for themselves how the visiting economy which started with a developmental base equal to or worse than Bangladesh has out-performed the Bangladesh economy.

7.0 Training Sessions

There will be five to six sessions during day time every day. Typically duration of each session will be of one-hour while duration of extension lecture will be one hour and a half. The first session of a day will start at 08:30 in the morning. In between two sessions there will be a break of 10 minutes. After first two sessions of the day there will be a health break of 20 minutes while there will be lunch break of one hour duration after the fourth session.

8.0 Training day Activity

Time	Session
06.00-07.00 (Tentative)	Physical Exercise (optional)
07:30-08:15	Breakfast
08:30-09:30	1 st Session
09:40-10:40	2 nd Session
10.40- 11.05	Health Break
11:05-12:05	3 rd Session
12:15-13:15	4 th Session
13:15-14:15	Lunch & Prayer Break
14:15-15:15	5 th Session
15:25-16:25	6 th Session
16:35-17:10 (Tentative)	Afternoon Games
18:30-20:00 (Tentative)	Evening Session
20:00 hours	Dinner

9.0 Medium of Instruction

The medium of instruction in class room sessions will be English. BPATC encourages you to speak in English to improve oral English skills. You are advised to speak in English with other colleagues and faculty members during your stay in BPATC.

10.0 Evaluation Methods

Performance of each participant of the course will be evaluated in 500 marks through various mechanisms like report writing, individual exercise, group exercise etc. You also would get an opportunity to evaluate the speakers as well as the course management team and other aspects of the course. However, the marks allotted for evaluation are distributed as follows:

Sl. No.	Title of Module		Evaluation Methods and Marks		
			Individual	Group	Total
01.	Sustainable Development Goals		-	50	50
02.	Strategic Planning		-	50	50
03.	Project Management		-	25	25
04.	Public Policy		-	50	50
05.	Negotiation		-	50	50
06.	Contemporary Issues		-	25	25
07.	Exposure	Field Visit (Domestic)	50	-	50
	Visit	Foreign Exposure Visit	50+100	-	150
08.	Evaluation by Course Management Team		50	-	50
Total					500

10.1 Evaluation by the Course Management

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

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-curriculum Activities	05	
Evaluation department	Speakers Evaluation	10	30
	Attendance	20	
	Total	50	

10.2 Grading

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

Sl.	Percentage of Marks	Grading
1	95 and above	A+ (Outstanding)
2	90 to <95	A (Excellent)
3	85 to <90	A- (Very Good)
4	80 to <85	B+ (Good)
5	70 to <80	B (Satisfactory)
6	60 to <70	B-(Above Average)
7	50 to <60	C (Average)
8	<50	Fail

10.3 Individual Course Evaluation Report for Dossier

On completion of the course an individual course evaluation report for each participant will be prepared. Performance of each participant in the course and a penpicture written by the Course Management Team (CMT) will be reflected in the report. This final course evaluation report prepared by Evaluation Department will be forwarded to concerned Administrative Ministries/Divisions for retention in your dossier.

11.0 Requirements of the Course

As a participant of the course you must-

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

12.0 Accommodation and Food

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

13.0 Transportation

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

14.0 Library Facility

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

15.0 Medical Facility

BPATC has a small clinic with limited medical facilities, which is run by four registered doctors. You will get medical consultations, prescriptions and limited medical care from the clinic. As a participant, you are entitled to have medical prescription free of cost and some common medicines that are available at the clinic. However, the medical facilities can only meet the primary needs or minor cuts and injuries. The clinic provides ambulance services on payment in case of serious illness.

16.0 Prayer Facility

There is a beautiful mosque within the premises of the Centre. Participants can offer their prayer in the mosque or in their respective rooms in ITC.

17.0 Any Question or Query

This Course Guidelines give an outline of the various aspects of the Senior Staff Course. However, in case of any emergency, participants may contact Course Director or Course Coordinators.

Module-01: Sustainable Development Goals (SDGs)**Evaluation Method: Group Exercise (50)**

Module Objectives: Enable participants to analyse the cross-cuttings issues and to track the progress of achievements of SDGs.

Code	Hours	Topic Title	Facilitator	Training Method
1.1	05	Policy intervention for achieving SDGs	GS	PD/ Workshop

Note: There will be a presentation for 1 -2 hrs, then participants will be divided into 4 groups to perform group work. After completion of group works, all members of the group will make presentation in a plenary session. Each member of the group has to be involved in presentation and answering questions. Each member will be graded based on his/her role and contribution in group work, presentation and answering question.

Module-02: Strategic Planning**Evaluation Method: Group Exercise (50)**

Module Objectives: Enable participants to critically analyze an issue and foresee the problems to be encountered and learn how to overcome the problems through strategic planning.

Code	Hours	Topic Title	Facilitator	Training Method
2.1	02	Know thyself: Understanding self for achieving improvement goals	Rector	L, D & GW
2.2	04	Strategic Planning: Recent Food Crisis/ Rohingya Issues of Bangladesh could be the case study.	Faculty/GS	Case Study

Note:

- i) There will be a presentation on “Know Thyself: Understanding self for achieving improvement goal” and in between presentation participants will do the group work and they will present their group report.
- ii) In strategic planning session, participants will learn from the experts or from the senior civil servants about the strategic planning of the relevant ministry or organizations with regards to managing recent Food Crisis or Rohingya issues.

Module-03: Project Monitoring and Evaluation

Evaluation Method: Group Exercise (25)

Module Objectives: Enable participants to critically look into the means of monitoring and evaluation of a development project.

Code	Hours	Topic Title	Facilitator	Training Method
3.1	03	Project Monitoring and Evaluation	Faculty/GS	Workshop
3.2	03	Challenges of Managing Mega Project (Padma Bridge/ Metro Rail/Elevated Express Way)	Faculty/GS	Workshop

Note:

- i) There will be presentation on Project Monitoring and Evaluation. After presentation, one of the project monitoring and evaluation report will be provided to participant to review it to learn about monitoring and evaluation of project and how to prepare monitoring and evaluation report.
- ii) There will be presentation on Challenges of Managing Mega Project. Participants will visit Padma Bridge Project Site/Metro Rail Project Site and will learn from project management team about overall management and the problems and challenges experienced during implementation of Padma Bridge Project/Metro Rail Project and how they overcome those problems and challenges.

Module-04: Evaluation of Public Policy
Evaluation Method: Group Exercise (50)

Module Objectives: Enable participants to evaluate public policy using certain criteria and indicators.

Code	Hours	Topic Title	Facilitator	Training Method
4.1	06	Evaluation of Policy	Faculty/GS	PD/ Workshop/ Case Study

Note: There will be a presentation on Evaluation of Policy and participants will be provided a case study to do group work and team will present the group report.

Module 05: Negotiation
Evaluation Method: Group Exercise (50)

Module Objectives: To enhance the capacity of the participants on negotiation techniques; and train them how to do international negotiation with contract and project

Code	Hours	Topic Title	Facilitator	Training Method
5.1	06	International Contract Negotiation/Project Negotiation	GS	Case Study

Note: There will be presentation on Negotiation and also provide guidelines of doing international negotiation. Then participant will be given a case study to perform group work and participants will present the group report.

Module 06: Contemporary Issues
Evaluation Method: Group Exercise (25)

Module Objectives: To enable the participants to identify and analyse issues of national importance; and explore opportunities to apply new learning to practical life

Code	Hours	Topic Title	Facilitator	Training Method
6.1	06	Energy Security	GS	Workshop
6.2	06	Private Sector Development	GS	Panel Discussion

Note:

- i) There will be separate panel discussion on both topics “Energy Security” and “Private Sector development” where participants will get the opportunity to interact with the experts, practitioners and policy makers to learn from them on both sector especially to ensure interrupted energy supply (renewable energy) and identify the potential energy sectors. In addition to these, also extend support to private sector to ensure supply of goods and services in the society, as well as create congenial environment to do the business, thus they can contribute more for economic development.

Module 7: Exposure Visit

Module Director: Course Director

7(a): Domestic Exposure Visit

Evaluation Method: Individual Assignment (Local Visit)-50

PPMC participants will visit Padma Bridge Project Site and/or Metro Rail Project Site. They will have the opportunity to interact with project management team to learn about the problems and challenges they have experienced during implementation of project and how do they overcome those.

7(b): Foreign Exposure Visit

Evaluation Method: Group Report (Host Country 50+BPATC100)=150

Marks

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

Overall Task: Under this programme you will visit one relevant country for seven days. During this visit you will have the opportunity to

share experiences of policies, strategies, practices in the public service delivery with your counterpart in the visiting country. After this 7 days programme, beyond the 12 days long course, you will have to prepare and present a significant and meaningful report in groups in a Lesson Learned Workshop arranged by BPATC authority. You will also have to present a report in groups in the host country organization on the concluding day of the exposure visit. A detailed Guideline for Foreign Exposure Visit is attached in **Annex-2**

Guidelines for Foreign Exposure Visits

Purpose of the FEV

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

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

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

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

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

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

About presentation

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

Coverage of Presentation in Host Organization

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

- a. The perceived outcomes of improved situations of host country/organization;
- b. The perceived effects of the tools, techniques, policy interventions and strategies utilized in development process of the host country/organization;

- c. The perceived challenges to integrate Agenda 2030 with development plans and undertaken strategies and mechanism for implementation of SDGs in host country;
- d. The perceived reasons for sustainability of the achievements and outcomes of the host county/organization;and
- e. A comparative analysis of perceived situations of host country with relevant conditions in Bangladesh.

Coverage of Presentation in Lesson-Learned Workshop

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

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

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

and as the conclusions

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

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

Name of the Participants	Individual Contribution 60%			Coverage of the Presentation 40%				
	Number of Question answered	Quality of answer (Clarity of	Number of supplementary question	Perceived outcomes..	Explored Effects of Tools....	Revealed challenges to SDGs imple.....	Internalized reasons for sustain.....	Key Learning Points