

# 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

# 22<sup>nd</sup> Policy Planning and Management Course

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## 1.0 Introducing BPATC

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

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

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

## 2.0 Vision of BPATC

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

## 3.0 Mission of BPATC

We are committed to achieve the shared vision through-

- Developing competent and professional human resources by imparting quality training and development programs;
- Conducting research, publishing books and 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.

## 4.0 BPATC Theme

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

## 5.0 The Core Values of BPATC

The core values of BPATC include-

- **Discipline:**

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

- **Integrity:**

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

- **Inclusiveness:**

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

- **Professionalism:**

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

- **Learning for results:**

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

- **Innovation:**

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

management.

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

# Policy Planning and Management Course

## 6.0 Introduction

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

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

## 7.0 Objectives of the PPMC

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

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

## 8.0 Course Outlines

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

## 9.0 Training Methods

Unlike other training courses of BPATC, more participatory approach to training is employed in the PPMC so that participants can share their experiences and wisdom they have gained

from their service life. However, the following training methods will be employed in this course-

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

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

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

## **10.0 Exposure Visit**

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

Another aspect of the course is arrangement of 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 program beyond the 12-day long course, participants are required to present their group report in a 'Lessons Learned Workshop' (LLW) arranged by BPATC authority. Presentation of

group report in the host country organisation on the concluding day of the exposure visit is also a requirement.

The 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 outperformed the Bangladesh economy.

## 11.0 Training Sessions

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

## 12.0 Training Day Activity

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

### 13.0 Medium of Instruction

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

### 14.0 Evaluation methods

Performance of each participant in the course will be evaluated in 500 marks. Participants would also get an opportunity to evaluate the resource persons as well as the course management team and other aspects of the course. However, the marks allotted for evaluation are distributed as follows:

Sl. No.	Title of Module	Evaluation Methods and Allotted Marks		
		Individual	Group	Total
01	Sustainable Development Goals (SDGs)		50	50
02	Public Administration and Change Management		50	50
03	Project Management		25	25
04	Public Policy Evaluation		50	50
05	Negotiation		50	50
06	Contemporary Issues		25	25
07	Exposure Visit	In Country Exposure Visit	50	50
		Foreign Exposure Visit	50+100	150
08	Evaluation by Course Management Team	50		50
<b>Total</b>				<b>500</b>

### 15.1 Evaluation by the Course Management

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

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

### 15.2 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. No.	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

### 15.3 Individual Course Evaluation Report for Dossier

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

## **16.0 Requirements of the Course**

As a participant of the course, you must-

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

## **17.0 Accommodation and Food**

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

## **18.0 Transportation**

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

## **19.0 Library Facility**

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

## **20.0 Medical Facility**

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

## **21.0 Prayer Facility**

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

## **22.0 Any Question or Query**

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

## Course Contents of the PPMC

### Module-01: Sustainable Development Goals (SDGs)

**Evaluation Method: Group Exercise (50)**

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

Code	Hours	Topic Title	Facilitator	Training Method
1.1	03	Policy intervention for achieving SDGs	GS/FM	Discussion & Workshop

**Note:** There will be a presentation for 1-2 hours, then participants will be divided into different 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 must 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: Public Administration and Change Management

**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	Contemporary Public Administration	GS/FM	Lecture & Discussion
2.2	02	Strategic Planning for addressing LDC graduation challenges	GS/FM	Discussion & Group Work
2.3	02	Models and its Implication in Change Management	GS/FM	Discussion & Group Work

**Note:**

i) There will be a presentation on the group work, and the participants 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 challenging issues.

**Module-03: Project Management**

**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	02	Project Planning	GS/FM	Discussion & Groupwork
3.2	02	DPP Appraisal	GS/FM	Discussion & Groupwork
3.3	02	Project Monitoring and Evaluation	GS/FM	Workshop
3.4	02	Challenges of Managing Mega Project	GS/FM	Discussion/Case Study

**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 nationally prominent project site/s and will learn from the concerned project management team about overall management and the problems and challenges experienced during the implementation of Project/s and how they overcome those problems and challenges.

**Module-04: Public Policy Evaluation**  
**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	04	Public Policy Evaluation(Case Study Based)	GS/FM	Case Study, Discussion & Group Work
4.2	02	Strategic Issues of Development Planning (The Latest Five-Year Plan)	GS/FM	Lecture & Discussion

**Note:** There will be a presentation on Public Policy Evaluation 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	03	International Contract Negotiation	GS/FM	Discussion & Case Study

**Note:** There will be presentation on Negotiation and 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 analyze issues of national importance; and explore opportunities to apply new learning to practical life

Code	Hours	Topic Title	Facilitator	Training Method
6.1	02	Bangladesh on the march towards Prosperity	G/FM	Discussion
6.2	02	Energy Security: Bangladesh and Global Perspective	GS/FM	Panel Discussion
6.3	04	Budgeting	GS/FM	Discussion & Exercise
6.4	01	Taxation: Critical Issues	GS/FM	Discussion
6.5	02	Public Procurement	GS/FM	Discussion & Groupwork
6.6	02	Global and Regional Economic Trend: Challenges/ Opportunities for Bangladesh	GS/FM	Discussion
6.7	02	Fourth Industrial Revolution (4IR)	GS/FM	Discussion
6.8	02	Combating Corruption	GS/FM	Discussion

**Module 7: Exposure Visit**  
**07(a): In-Country Exposure Visit**

**Evaluation Method: Individual Assignment/Presentation (In Country Visit)-50**

PPMC participants will visit to renowned/leading public/private organizations/institutions/projects to learn the prevailing good practices. They will have the opportunity to interact with the concerned management team to learn about the problems and challenges they have experienced during implementation of good practices and how do they overcome those.

**07(b): Foreign Exposure Visit**  
**Evaluation Method: Group Report/Presentation (Host Country 50+BPATC100) = 150 Marks**

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

**Overall Task:** Under this program you will visit on a relevant country for seven days. During this visit you will have the opportunity to share experience of policies, strategies, practices

in the public service delivery with your counterpart in the visiting country. After these 07 days program, beyond the 12-day long course, you will have to prepare and present a significant and meaningful report in groups in a Lesson Learned Workshop (LLW) 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 **Annexure-02**.

## Guidelines for Foreign Exposure Visit (FEV)

### Purpose of the FEV

The purpose of the Foreign Exposure Visit (FEV) 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 reforms, the change management process and development goals and how the host country/organization attempted to reach those goals.

The effective and fruitful participation in 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 the host organization. The host organization will observe the level of participation in different academic activities (classroom session, study visits and preparation as well as presentation of group works) for evaluation purpose. After coming back to the BPATC/country, all the groups have to present their group presentation on the specified themes which is also a part of evaluation under module titled "Exposure Visit".

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

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

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

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

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

After coming back from the 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 country/organization;

#### **And as the conclusions**

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

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

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



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