

BPATC



Bangladesh Public Administration Training Centre
Savar, Dhaka

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ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

Guidelines & Curriculum

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



**BANGLADESH PUBLIC ADMINISTRATION
TRAINING CENTRE**

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Accountable Public Administration System*



**BANGLADESH PUBLIC ADMINISTRATION
TRAINING CENTRE**

Planning, Programming and Recording (PPR) Department
Bangladesh Public Administration Training Centre
Savar, Dhaka

June 2021

ACRONYMS AND ABBREVIATIONS

ACAD	Advanced course on Administration & Development
BPATC	Bangladesh Public Administration Training Centre
CA	Course Advisor
CC	Course Co-ordinator
CD	Course Director
CMT	Course Management Team
CS	Case Study
D&CS	Discussion & Case Study
D&E	Discussion & Exercise
FEV	Foreign Exposure Visit
FM	Faculty Member
GD	Group Discussion
GS	Guest Speaker
ITC	International Training Complex
L&D	Lecture & Discussion
L&E	Lecture & Exercise
LLW	Lesson Learned Workshop
MCQ	Multiple Choice Question
MD	Module Director
MoPA	Ministry of Public Administration
PMC	President of the Mess Committee
Q&A	Question & Answer
RCs	Research Consultants

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COURSE GUIDELINES

INTRODUCTION

The liberation war's core spirit 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.

ADVANCED COURSE ON ADMINISTRATION AND DEVELOPMENT

Advanced Course on Administration and Development (ACAD) is one of the main courses of BPATC for the mid-level civil servants of the government. While the course's main participants are the deputy secretaries to the government, some officials of the 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. ACAD's general purpose is to make the mid-level civil servants ready for the policy-level roles. This course follows a blended approach that emphasizes both theoretical and operational aspects of governance and development. As such, participants get the opportunity to have a macro view of the key issues of public sector governance and development, both from global and national perspectives, and at the same time come across the operational and translative perspectives of different regulations, policies, and strategies of the government. 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.

KEY FEATURES OF THE COURSE

Course Duration

The course duration is 70 days with two segments: in-country training at BPATC and foreign exposure visit in a foreign country's designated institution. Out of the 70 days, 60 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 organized on the weekend, depending on the necessity. The participation of the trainees in all activities is mandatory.

Course Content

The course is conducted through 14 academic modules, which are clustered into 7 thematic areas. The modules are presented below under the thematic areas.

Thematic Areas	Modules
Public Service Management	Module 1: Behavioral Governance Module 2: Public Service and Operational Issues Module 3: ICT and Governance
Good Health & Well-being	Module 4: Fitness of Body and Mind
Public Policy Management	Module 5: Research for Governance and Policy Analysis (a) Basics of Social Research (b) Seminar Paper Preparation Module 6: Policy and Planning
Economic Development	Module 7: Economic Management Module 8: Sustainable Development Goals Module 9: Project Management and Financing Module 10: Procurement Management
International Relations and Development	Module 11: Diplomatic and Development Partnerships and Negotiations
Skill Development	Module 12: Communication Competency
Cross-Cutting Issues	Module 13: Contemporary Issues
Learning Good Practices	Module 14: Exposure Visits (a) Domestic Exposure Visit (b) Foreign Exposure Visit

Training Methods

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

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

Medium of Instruction

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

Resource Persons

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

Extension Lectures

Extension Lecture is an important part of the course. In general, senior policymakers, academics, and professionals take sessions on topics 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). An MDS is the Course Adviser, while a Director acts as the Course Director. Deputy Director/Assistant Director level officials work as Course Coordinators. CMT is primarily responsible for the management of the course. Participants are encouraged to share any feedback with the CMT to ensure quality training and convenience in the training environment.

Mandatory Responsibilities of the Participants

All participants should firmly adhere to the following:

- maintaining a higher degree of discipline, ethics, norms, and formalities inside and outside the classroom;
- attending all instructional sessions and other training activities punctually;
- entering the classrooms at least five minutes before the scheduled time;
- submitting the assignments within the stipulated time;
- staying compulsorily in the dormitory and following the rules and regulations thereof;
- abstaining from carrying and using 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 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

ACAD 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 five-member Mess Committee formed from among participants consisting of a President of the Mess Committee (PMC), and four other members manage meals. Selection of menu, making arrangements of meals in consultation with fellow participants, and maintaining the overall quality of meals are the Mess Committee's responsibilities. However, the Course Management Team provides all logistic supports in this regard.

Training Sessions and Tentative Schedule of a 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 19:15 hours. A tentative plan of a day is presented below.

Time	Activity
06:00-07:00	Morning Physical Training
07:30-08.15	Breakfast
08:30-09:30	1 st Session
09.40- 10.40	2 nd Session
10:41-11:05	Health Break
11:06-12:05	3 rd Session
12:15-13:15	4 th Session
13:16-14:15	Lunch & Prayer Break
14:16-15:15	5 th Session
17:00-18:00	Afternoon Games
19:15-21:15	Evening Session

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

OVERVIEW OF THE EVALUATION SYSTEM

Total Marks of Evaluation and Means of Evaluation

The performance of the ACAD participants is evaluated on 1000 marks. The principal means of evaluations are MCQ tests, individual assignments, group assignments, writing a seminar 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	Behavioral Governance	50	-	50
2	Public Service and Operational Issues	50	-	50
3	ICT and Governance	25	-	25
4	Fitness of Body and Mind	25	-	25
5	Research for Governance and Policy Analysis			150
	(a) Research Proposal	25	-	
	(b) Seminar Paper	125	-	
6	Policy and Planning	50	-	50
7	Economic and Financial Management		50	50
8	Sustainable Development Goals	-	50	50
9	Project Management and Financing	-	50	50
10	Procurement Management	-	50	50
11	Diplomatic and Development Partnerships and Negotiations	-	50	50
12	Communication Competency	100	-	100
13	Contemporary Issues	50	-	50
14	Exposure Visits			200
	Domestic Exposure Visit	-	50	
	Foreign Exposure Visit	50	100	
15	Evaluation by the CMT	25	-	25
16	Evaluation by Evaluation Department	25		25
	Total Marks	600	400	1000

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 (CMT) and Evaluation Department.

Evaluation	Subject of Evaluation	Marks	Total
CMT	Punctuality	5	25
	Table Manners and Dress	5	
	Appropriate Observation of BPATC's Norms and Values	10	
	Participation in Co-curriculum Activities	5	
Evaluation Department	Speakers Evaluation	10	25
	Attendance	15	

Grading

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

Sl. No.	Percentage of Marks	Grading
1	95 and above	A+ (Outstanding)
2	90 - <95	A (Excellent)
3	85 - <90	A- (Very Good)
4	80 - <85	B+ (Good)
5	70 - <80	B (Satisfactory)
6	60 - <70	B- (Above Average)
7	50 - <60	C (Average)
8	<50	Fail

Individual Course Evaluation Report for Dossier

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

BPATC FACILITIES

Transport

BPATC arranges transports for the participants to travel from Dhaka at the onset of the course and the weekends and other visits relating to the course. Participants receive the travel schedule well ahead.

Library

The Library of BPATC is modern and well equipped with different book titles, journals, and audio-visual materials. The library possesses about 1,20,000 books for circulation to the readers. All participants have ready access to the reading facilities. On weekdays, the library remains open from 8:00 a.m. to 10:00 p.m., while from 4:00 p.m. to 6 p.m. on Friday and from 4:00 p.m. to 10:00 p.m. on Saturday. All participants are encouraged to use the library facilities.

Medical Facility

BPATC has a small clinic with limited medical facilities, which is run by four registered doctors. Participants get medical consultations, prescriptions, and medical care from the clinic. Course participants are entitled to get medicines, depending on availability, free of costs. 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.

Mosque for Prayers

BPATC has a beautiful mosque inside; however, there is no separate prayer room in the dormitory. Interested male Muslim participants can offer their prayers in the mosque, while female participants in their living rooms in the dormitory.

Social Events

At the BPATC, there is a tradition of organizing social and cultural events during the course. The aim of arranging such social events is to create an opportunity for the participants to interact with the faculty members, resource persons, and other eminent persons. BPATC also organizes social and cultural programs, especially on the national days where different courses join.

Encountering an Emergency Situation

BPATC authority always remains vigilant to ensure participants' safety and security. Nevertheless, in any emergency, participants are advised to contact the Course Director or Course Coordinator.

[N.B. - Training Methods, Academic & Sports Sessions, Formal Events and BPATC Facilities are subject to certain modifications due to the global pandemic so as to meet the demand of new-normal.]

COURSE CONTENTS

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 1: Behavioural Governance

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

Total Marks: 50

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
1.01	2	Realizing the Spirit of Liberation War	GS	L&D
1.02	2	Life Sketch of the Father of the Nation	GS	L&D
1.03	2	Philosophy of Bangabandhu	FM/GS	L&D
1.04	2	Improving Transparency and Accountability in Governance: National Integrity Strategy (NIS) Perspective	FM/GS	Workshop
1.05	3	Accountability Tools for Fair and Results-Based Governance: <i>Citizen Charter; Annual Performance Agreement; Grievance Redress Mechanism and Right to Information</i>	FM/GS	Workshop
1.06	1	The Value of Ethics in Public Service Decision Making	FM/GS	L&D

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 2: Public Service and Operational Issues

Evaluation Method: MCQ Tests

Total Marks: 50

Module Objective(s): To orient the participants with different aspects of public service and its changing dynamics and procedural issues in the workplace.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
2.01	2	Public Service Management and Reform Initiatives	FM/GS	L&D
2.02	2	Best Practice in civil service	FM/GS	L&D
2.03	2	Leadership Dimensions for Effective Public Service and Management	GS	L&D
2.04	2	Strategic Management in Public Sector: Scope, Approach and Strategies, and Internal (SWOT) and External Analysis (PESTLE)	FM/GS	L&D
2.05	2	Overview of the Rules of Business, Allocation of Business and Secretariat Instruction	GS	L&D
2.06	2	Inter-Ministerial Meeting/ Consultation: Necessity, Procedure, and Effectiveness	FM/GS	L&D
2.07	2	Law making process and relation between the Parliament and the Executive. Questions of the Parliament and Preparing Answers to the Parliamentary Questions	FM/GS	D&E
2.08	2	Preparing a Summary	FM/GS	D&E
2.09	2	Business Process Reengineering for Productivity and Better Service Delivery	GS	L&E/CS
2.10	2	Art of Leadership	FM/GS	L&D
2.11	1	Lifelong Learning	FM/GS	L&D
2.12	2	Change Management	FM/GS	L&D
2.13	1	Stress Management	FM/GS	L&D
2.14	2	Media Relations	FM/GS	L&D

THEMATIC AREA: PUBLIC SERVICE MANAGEMENT

Module 3: E-Governance

Evaluation Method: MCQ Tests

Total Marks: 25

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
3.01	2	Digital Bangladesh and e-Governance	FM/GS	L&D
3.02	2	Basic ICT Skills	FM/GS	L&D
3.03	2	ICT Driven Innovation in Public Service	FM/GS	D&CS
3.04	2	Digital Platform and Cyber Security	FM/GS	L&D
3.05	2	Artificial Intelligence and 4IR	FM/GS	L&D
3.06	2	Website design and Management and use of service APPs	FM/GS	L&D

THEMATIC AREA: GOOD HEALTH & WELL-BEING

Module 4: Fitness of Body and Mind

Evaluation Method: MCQ Tests

Total Marks: 25

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
4.01	1	Sedentary Life Style and Effects	FM/GS	L&D
4.02	1	Occupational Health Hazard and its Management	FM/GS	L&D
4.03	2	Stress Management in Professional Life	FM/GS	L&D
4.04	1	Strategies for Ensuring Work-Life Balance	FM/GS	L&D
4.05	1	Nutritional Management	FM/GS	L&D

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 5: Research for Governance and Policy Analysis

Part I.

Basics of Social Research

Evaluation Method: Individual Assignment

Total Marks: 25

Sub-Module Objective(s): To make the participants understand the necessity of research in public service and acquaint them with different research aspects and its methodology. This sub-module will help the participants gain hands-on experience in writing the proposal and conducting research.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
5.01.01	1	Need for Research in Public Service	FM	L&D
5.01.02	4	Understanding Research Methodology: <i>Data Collections Tools, Techniques, and Methods</i>	FM/RCS	L&D
	3	<i>Interpretation of Data (Qualitative and Quantitative)</i>		
	2	<i>Citation and Referencing</i>		
5.01.03	2	Writing Research Proposal: Style, Methodology and Norms	FM/RCS	L&D
5.01.04	2	Developing the Proposal for Seminar Paper	RCS/MD	Practical

Part II.

Seminar Paper Preparation

Evaluation Method: Preparation of Seminar Paper and Presentation

Total Marks: 125

Sub-Module Objective(s): To provide the participants with opportunities to write a seminar paper and enhance analytical and presentation skills.

Code	Days/Hrs	Topics	Speaker/Facilitator	Training Method(s)
5.02.01	3 days	Literature Review/Data Collection	RCS	Field Visit
5.02.02	6 hrs	Sessions with Research Consultants to Write and Finalize the Paper	RCS	GD
5.02.03	6-8 hrs	Seminar Paper Presentation	External and Internal Evaluators	Presentation

THEMATIC AREA: PUBLIC POLICY MANAGEMENT

Module 6: Policy & Planning

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

Total Marks: 50

Module Objective(s): To provide opportunities for the participants to know different theoretical and practical aspects of public policy and development planning.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
6.01	3	Introduction to Public Policy, Public Policy Process, and Policy Analysis	FM/GS	L&E
6.02	2	Evidence-Informed Policy Formulation: Process, Actors and the Political Economy	FM/GS	L&D
6.03	2	Policy Formulation and Implementation Challenges in Bangladesh	FM/GS	Workshop
6.04	2	Policy Implementation Models and Evaluation Theories & Techniques	FM/GS	L&D
6.05	2	Development Planning Process in Bangladesh: Institutions, Process, and Interactions	GS	L&D
6.06	2	Annual Development Program (ADP) and Financing Modalities and Procedures	GS	L&D
6.07	2	Strategic Focus of the 8th Five-Year Plan: Overview of the Key Sectors	GS	L&D

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 7: Economic and Financial Management

Evaluation Method: Group Assignment

Total Marks: 50

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
7.01	2	Bangladesh's Current Growth Trajectory: Strategies, Opportunities, and Challenges	GS	L&D
7.02	2	Budget Making Process and MTBF	GS	L&D
7.03	2	Debt Management and Macroeconomic Sustainability: Current Scenario and Challenges	GS	L&D
7.04	2	Sustaining Higher Growth Trajectory and Lessons from South-East Asia	GS	L&D
7.05	3	Overview of the External Sector of the Economy: BoP, Current Account, Capital Account, FDI, External Debt, Exchange Rate, Forex Reserve, International Investment	GS	L&D
7.06	2	Financial Sector Regulatory Management: Aspects, Reforms & Challenges	GS	L&D
7.07	2	Perspective Plan 2041 and Bangladesh Delta Plan 2100: Implementation Strategies and Challenges	GS	L&D
7.08	2	Trade Regime in the Post-LDC Graduation	GS	L&D

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 8: Sustainable Development Goals

Evaluation Method: Group Exercise

Total Marks: 50

Module Objective(s): To make the participants aware of the SDG implementation scenario in Bangladesh and analyze some critical areas of development in the light of SDGs.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
8.01	2	Challenges of SDGs Implementation in Bangladesh: Financing Strategies and Institutional Arrangement	GS	L&D
8.02	2	SDGs Progress Monitoring & Voluntary National Review (VNR): Bangladesh Perspective	GS	L&D
8.03	2	SDGs as a Catalyst in Poverty Reduction in Bangladesh	GS	L&D
8.04	2	GOAL 3: Good Health and Well-being: Challenges and Way Forward	GS	L&E
8.05	2	GOAL 4: Quality Education: Challenges and way forward	GS	L&E
8.06	2	GOAL 5: Gender Equality: Challenges and Way Forward	GS	L&D
8.07	2	GOAL 16+17: Peace, Justice and Strong Institutions Partnerships to Achieve Inclusive Development: Challenges and Way Forward	GS	L&D

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 9: Project Management and Financing

Evaluation Method: Group Assignment

Total Marks: 50

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
9.01	2	Project Preparation, Management, and Approval Process (Particular Reference to Critical Path Analysis and PERT)	FM/GS	L&E
9.02	2	Project Planning, Project Need and Stakeholder Analysis	GS	L&D
9.03	2	Log Frame Analysis	GS	L&D
9.04	1	Project Risk Analysis	GS	L&D
9.05	2	Exercise on Project Proposal Development	FM/GS	L&D Exercise
9.06	2	Critical Aspects ² of Complex and Big Projects Management (Example: Padma Bridge, Metro Rail, and Nuclear Power Plant)	GS	L&D
9.07	2	Financing for Development Projects in Bangladesh: Sources, Procedures, and Challenges	GS	L&D
9.08	2	PPP in Bangladesh: Status, Opportunities, and Challenges	GS	L&D
9.09	2	Sustainability and Transfer of Projects	GS	L&D
9.10	2	Tax, VAT and Similar Type of Compliances in Project Management	FM/GS	L&D

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

THEMATIC AREA: ECONOMIC DEVELOPMENT

Module 10: Procurement Management

Evaluation Method: Group Exercise

Total Marks: 50

Module Objective(s): To enhance the professional knowledge and skills of the participants regarding different aspects of procurement management.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
10.01	1	Overview on PPA 2006 and PPR 2008	FM/GS	L&D
10.02	2	Annual Procurement Planning and Preparation of Technical Specification	GS	L&D
10.03	2	Steps in Public Procurement: Goods, Works, and Services	FM/GS	L&D
10.04	2	Tender Opening and Evaluation: Goods and Works & Exercise on Tender Evaluation	FM/GS	L&E
10.05	1	Services Shortlisting (Eol)	FM/GS	L&E
10.06	1	Proposal Evaluation	FM/GS	L&E
10.07	2	Practical Exercise on Managing e-GP	FM/GS	Exercise
10.08	1	Framework Contract Management	FM/GS	L&E
10.09	2	Writing Summary for Cabinet Committee on Government Purchase (CCGP) and Economic Affairs Committee (EAC)	FM/GS	L&E
		Half day Visit to CPTU and Stakeholder	CMT	Visit

THEMATIC AREAS: INTERNATIONAL RELATION AND DEVELOPMENT

Module 11: Diplomatic and Development Partnerships and Negotiations

Evaluation: Group Exercise

Total Marks: 50

Module Objective(s): To orient the participants with different aspects of international diplomatic and development partnerships and negotiations.

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
11.01	2	International Diplomacy and Its Dimensions/ Contours (Bilateral, Regional and Multilateral Settings)	GS	L&D
11.02	3	Simulation on International Negotiations	GS	Simulation
11.03	2	International legal Frameworks, Treaty and Obligations	GS	L&D
11.04	2	International Trade Negotiation: WTO Perspective	GS	L&D
11.05	2	Current Discourses and Dynamics in International Development Cooperation	FM/GS	L&D CS
11.06	2	Regional Trade Scenario in South Asia and Lessons for Bangladesh	FM/GS	L&D
11.07	2	Critical Issues in Negotiations in Foreign Aided Projects	GS	L&D CS
11.08	2	International Arbitration: The Case of Maritime Boundary Dispute between Bangladesh-India and Bangladesh-Myanmar	GS	L&D CS

THEMATIC AREA: SKILL DEVELOPMENT

Module 12: Communication Competency

Evaluation: Individual Presentation

Total Marks: 100 (IP: 50; Recap: 50)

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
Recap	8	Recap Sessions	CMT	PPT Presentation
12.01	2	Art of Public Speaking	FM/GS	L&E
12.02	2	Techniques for Enhancing Professional English	FM/GS	L&D
12.03	2	Professional English Writing & Presentation Skills: Exercise	FM/GS	Exercise
12.04	1	Briefing on Development Debate	CMT/FM	Briefing
12.05	4	Development Debate	FM/GS	Presentation
12.06	3	Theme based Individual Presentation	FM	Presentation/Speech

THEMATIC AREA: CROSS-CUTTING ISSUES

Module 13: Contemporary Issues³

Evaluation Method: Individual Assignment (800-1000 words)

Total Marks: 50

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

Code	Hrs	Topics	Speaker/Facilitator	Training Method(s)
13.01	2	Ten Special Initiatives of The Honourable Prime Minister	GS	L&D
13.02	2	Bangladesh on the March Towards Prosperity	GS	L&D
13.03	2	International Investment in Bangladesh: Opportunities and Challenges	GS	L&D
13.04	2	Bangladesh's LDC Graduation: Process and Implications on the Economy	GS	L&D
13.05	2	The Current State of Rohingya Crisis	GS	L&D
13.06	2	Climate Change and Disaster: Global Targets and National Action Agenda	FM/GS	L&D
13.07	3	Harnessing the Potentials of Marine Resources (Blue Economy)	FM/GS	L&D
13.08	2	Green & Clean Energy and the Future of Energy Security for Developing Countries	GS	L&D
13.09	2	Demographic Transformation: Dividend, Opportunities, and Challenges for Bangladesh	GS	L&D
13.10	2	Prospect for Overseas Employment	GS	L&D
13.11	2	Belt and Road Initiative (BRI) of China and Implications for Bangladesh	GS	L&D
13.12	2	Leadership in a Challenging Time: Covid-19 Experiences	GS	L&D
13.13	2	Autism and Neurological Disorder	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: LEARNING GOOD PRACTICES

Module 14: Exposure Visits

Total Marks: 150

Part I.

Domestic Exposure Visit

Evaluation Method: Group Assignment

Total Marks: 50

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

Role of the CMT

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

Group 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.

Foreign Exposure Visit

Evaluation Method: Group Report Preparation and Presentation

Total Marks: 150⁴

Sub-Module Objectives: To enable the participants to practically see, observe, and realize the development and trend of the progress of the visiting country. FEV 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 Foreign Exposure Visit

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

⁴ Breakdown of total marks: presentation at the host organization (overseas part): 50; presentation at the BPATC as lessons learned workshop (LLW): 100 (group report: 50 and individual participation: 50).

Roles and Responsibilities of the Participants in the FEV

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

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

Methodology and Briefing on Assignments Under FEV

Group Formation

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

Overseas Part

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

BPATC Part

Lessons Learned Workshop (LLW)

After returning from the visit, BPATC organizes a 'lessons learned workshop (LLW)' where each group presents their visit report according to their assigned topic. Each group gets 30 minutes: 10 minutes for presentation and 20 minutes for Q&A. Group presentation may be made by one or some members of the group; however, all members must participate in the Q&A; otherwise, the member(s) who do not take part in the Q&A cannot qualify in the 'individual participation' segment which bears 50 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 (50 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
	10	20	10	10	20	20	10

⁵ Each member of the group will get the same number as group performance.

⁶ This evaluation is fully based on individual performance.

GUIDELINES FOR SEMINAR PAPER

Introduction

Writing a seminar paper is an integral part of the ACAD and is part of Module 5. Each participant must write a 'seminar paper' and present the paper before a panel of evaluators comprising faculty members of BPATC and renowned academics and practitioners. This brief guideline supports the participants in writing the seminar paper.

This exercise gives the mid-level civil servants a practical opportunity to understand the governance and policy issues and, at the same time, to critically analyze the public policies to realize to what extent they are useful and relevant. By writing a seminar paper, the participants understand the complexities and multidimensional dynamics of the public policy process and governance. Moreover, participants gain professional knowledge and expertise to comment on the necessity, effectiveness, efficiency, validity, etc. of the public policies and the quality of governance. This exercise also helps the participants to improve their analytical abilities, writing, and reasoning skills.

Specific Objectives of Writing the Seminar Paper

The following are the specific objectives of the assignment:

- understanding the critical aspects of governance and development;
- helping to evaluate the policy process, from formulation to effectiveness;
- using social research methods to analyze and evaluate public policies;
- making the participants able to write formal seminar paper complying with standard methodological norms and requirements;
- improving critical analytical abilities; professional writing and presentation skills;
- enhancing the logical sequence and argumentation process.

Note on the Research

A participant should research an area that is pertinent to his/her roles. In other words, any governance, policy or development issues of his/her Ministry/Division/Agency should be the main focus of the research. While undertaking the study, the participants may keep the following points in mind to better develop the paper:

- the importance of the study in terms of governance improvement, policy effectiveness, development results;
- challenges and opportunities about the research issue;
- scope of generating evidence for policy influence and advocacy.

Individual Assignment

Each participant must prepare a seminar paper that should be presented before a panel of experts. During the preparation of the paper, a team of research consultants supports the participants. Each participant makes an oral presentation of his/her seminar paper.

Technical Requirement for the Preparation of the Policy Evaluation Paper

Maintaining Academic Ethics

No data, text, facts, ideas, or theories belonging to others presented as if they were the author's own ("plagiarism") are accepted. Proper acknowledgment of other's works must be given (this includes material that is closely copied (near verbatim), summarized and/or paraphrased). Quotation marks are used for verbatim copying of material, and permissions are secured for copyrighted material.

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

Length

The length of the paper should be between 5000 and 7000 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

SUGGESTED READING LIST

Module: Behavioural Governance

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Nihar Ranjan Roy, *History of Bangladesh*.

Sarkar, J. (Ed.) 2004, *The History of Bengal: vol. II: Muslim Period 1200 AD-1757 AD*, BR Publishing Corporation.

Sirajul Islam (Ed.), *History of Bangladesh*, (vol. 1), Asiatic Society of Bangladesh.

বাংলাদেশের স্বাধীনতা যুদ্ধ দলিলপত্র (১৫ খন্ড), সম্পাদনা: হাসান হাফিজুর রহমান, হাক্কানী পাবলিশার্স, ঢাকা।

বাংলাদেশ সরকার ১৯৭১, লেখক: এইচ.টি.ইমাম, আগামী প্রকাশনী।

বাংলাদেশের ইতিহাস ১৭০৪ - ১৯৭১, সম্পাদনা: সিরাজুল ইসলাম, এশিয়াটিক সোসাইটি অব বাংলাদেশ।

বাঙালির মুক্তি সংগ্রাম ও জাতির জনক বঙ্গবন্ধু, লেখক: হারুন-অর-রশিদ, ঢা.বি.।

তাজউদ্দীন আহমদের ডায়রী (১ ও ২ খন্ড), সম্পাদক: সিমিন হোসেন রিমি।

লেখকের রোজনামাচার চার দশকের রাজনীতি - পরিক্রমা ১৯৫৩-৯৩, লেখক: আবদুল হক, ইউপিএল।

বাংলাদেশের মুক্তি সংগ্রামের ইতিহাস ১৯৪৭-১৯৭১, সম্পাদনা: সালাহউদ্দীন আহমদ ও অন্যান্য, আগামী প্রকাশনী।

বঙ্গবন্ধু শেখ মুজিবকে ঘিরে কিছু ঘটনা ও বাংলাদেশ, লেখক: এম.এ. ওয়াজেদ মিয়া, ইউপিএল।

স্বায়ত্বশাসন থেকে স্বাধীনতা ১৯৬৬-১৯৭১, লেখক: কামাল হোসেন, অঙ্কুর প্রকাশনী।

মুক্তিযুদ্ধে বাংলাদেশ, মূল লেখক: মেজর জেনারেল কে.এম. শফিউল্লাহ, আগামী প্রকাশনী মূলধারা ৭১, লেখক: মঈদুল হাসান, ইউপিএল।

বাংলাদেশের রক্তের ঋণ, মূল: এহ্নী ম্যাসকারেনহাস, হাক্কানী পাবলিশার্স।

মুক্তিযুদ্ধের নয় মাস: অবরুদ্ধ রাজ-বিশ্ববিদ্যালয়, লেখক: আমানুল্লাহ আহমদ, হাক্কানী পাবলিশার্স।

লক্ষ প্রাণের বিনিময়ে, লেখক: রফিকুল ইসলাম বীর উত্তম, অনন্যা।

Module: Public Service and Operational Issues

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Module: E-Governance

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Module: Research for Governance and Policy Analysis

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Module: Project Management and Financing

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Module: Procurement Management

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Module: Diplomatic and Development Partnerships and Negotiations

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